



ASSMANG
MANGANESE

BLACK ROCK MINE OPERATIONS



SOCIAL AND LABOUR PLAN 3

Assmang (Pty) Ltd
Black Rock Mine Operations
1 July 2021 – 30 June 2026

Mining Right Reference Numbers:

(NC) 30/5/1/2/2/203 MR

DATE: August 2021



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ABBREVIATIONS AND ACRONYMS

ABBREVIATION	MEANING
AET	Adult Education and Training
AG	Auditor-General
ARM	African Rainbow Minerals
ARMI	African Rainbow Minerals Exploration Investment Proprietary Limited
BBEE	Broad Based Economic Empowerment
BEE	Black Economic Empowerment
BRMO	BRMO
CBD	Central Business District
CDF	Community Development Forum
CDP	Career Development Plan
CPP	Career Progression Plan
CSI	Corporate Social Investment
DEDAT	Department of Economic Development and Tourism
DM	District Municipality
DMRE	Department of Mineral Resources and Energy
DOL	Department Of Labour
DTI	Department of Trade and Industry
ECD	Early Childhood Development
ED	Educational Agreement
EE	Employment Equity
EMP	Environmental Management Programme
ERs	Early Retirement Packages
ESD	Enterprise and Supplier Development
ETI	Ethical Trade Initiative
FEL	Front End Loader
FET	Further Education and Training
FY	Financial Year
GET	General Education and Training
GGP	Gross Geographic Product
GIS	Geographic Information System
HDP	Historically Disadvantaged Person
HDSAs	Historically Disadvantaged South Africans
HET	Higher Education and Training
HIV/Aids	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

ABBREVIATION	MEANING
HR	Human Resources
HRD	Human Resources Development
HSEC	Health, Safety, Environmental, Community
I&APs	Interested and Affected Parties
ITC	Integrated Transaction Control Systems
ICMM	International Council on Mining and Metals
IDP	Integrated Development Plan
IT	Information Technology
ITO	Industry Training Organization
ISO	International Organization for Standardization
JMLM	Joe Morolong Local Municipality
JTGDM	John Taolo Gaetsewe District Municipality
LoM	Life of Mine
LDV	Light Duty Vehicle
LED	Local Economic Development
LHD	Load Haul Dumper
LM	Local Municipality
LP	Learning Programme
LRA	Labour Relations Act
LSA	Labour Sending Area
LTD	Limited
Man. Dev	Management Development
MoA	Memorandum of Agreement
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
MWP	Mining Work Programme
NAFCOC	National African Federated Chamber of Commerce
NC	Northern Cape
NGO	Non-Governmental Organisation
NOR	National Certificate of Orientation
NQF	National Qualification Framework
NSDS	National Skills Development Strategy
PDP	Personal Development Plan
PERT	Conceptual Skills Programmes
PGDS	Provincial Growth and Development Strategy
PLC	Public Limited Company
PoE	Portfolio of Evidence

ABBREVIATION	MEANING
PR	Proportional Representative
PSV	Pulling and Sharing Venture
Pty	Proprietary
ROM	Run Of Mine
SAQA	South African Qualifications Authority
SDF	Spatial Development Framework
SED	Socio-Economic Development
SEDA	Small Enterprise Development Agency
SEIA	Socio-economic Impact Analysis
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SMME	Small Medium and Micro Enterprises
STEM	Science Technology Engineering Math
T&D	Training and Development
VCT	Voluntary Counselling and Testing
VSPs	Voluntary Separation Packages
WSP	Workplace Skills Plan
WIM	Women in Mining
Y/END	Year End
YTD	Year To Date



SECTION 1: INTRODUCTION AND PREAMBLE (Reg. 41 (a to c))

1.1 Introduction

BRMO (BRMO), with mining right reference number (NC) 30/5/1/2/2/203 MR, submits this third generation Social and Labour Plan (SLP 3) in accordance to the requirements of the MPRDA, and sets out the social and labour programmes to be in place for the life of the mining right¹. The objectives of the Mineral and Petroleum Resources Development Act, 2002, (Act No. 28 of 2002) (MPRDA) as entrenched in section 2(d), (f) and (i) of the Act are inter alia to:

- Promote economic growth and mineral and petroleum resources development in the Republic (Section 2 (e) of the (MPRDA));
- Promote employment and advance the social and economic welfare of all South Africans (Section 2 (f) of the MPRDA);
- Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (i) of the MPRDA, and the Charter); and
- To utilize and expand the existing skills base for the empowerment of HDSA and to serve the community.

As a good corporate citizen that has demonstrated its capacity to give support through local government, BRMO seeks, through this plan, to ensure positive contribution to local economic growth, advance economic and social welfare while ensuring that the socio-economic profile of host and major labour sending area continues to grow.

¹ The SLP is applicable until the closure certificate (under section 43 of the Mineral and Petroleum Resources Development Act (2002)) has been issued.

1.2 Preamble

Item	Explanation
Name of the company/ applicant	Assmang (Pty) Ltd
Name of Mine	BRMO (NC) 30/5/1/2/2/203 MR
Physical address	1 Sering Avenue, Santoy, Joe Morolong in John Taolo Gaetsewe District Municipality
Postal Address	P.O. BOX 187 8491, SANTOY SOUTH AFRICA
Telephone number	(27 53) 751 5555
Fax number	(27 53) 751 5251
Location of Mine	The Black Rock Mines (Nchwaning and Gloria) are situated on portions of the farms Nchwaning 267, Belgravia 264, Santoy 230 and Gloria 266 in the Kuruman district of the Northern Cape Province (Figure 1). The area is bounded by the farms Wessels 227, Dibiaghomo 226 and Dikgathlong 268 in the north, Rhodes 269, East 270 and Kipling 271 in the east, Umtu 281 in the south and Mukulu 265, Belgravia 264 and Santoy 230 in the West.
Commodity	Manganese
Life of Mine	30 years
Financial year	01 July - 30 June
Reporting year	01 July – 30 June
Geographical origin of employees (mine community and labour sending areas)	Joe Morolong Local Municipality (host) and Ga-Segonyana Local Municipality (Major labour sending area); John Taolo Gaetsewe District Municipality (District over the two areas)

Table 1: BRMO Information

1.3 Ownership Structure at Assmang Black Rock Mine Operations:

Assmang is 50% owned by ARM and 50% by Assore. The HDP shareholding status of Assmang is accordingly ascertained by examining the BEE status of the two shareholders. ARM has an effective 47.57% HDSA ownership base, which comprises of African Rainbow Minerals, Exploration Investments Proprietary Limited (ARMI) owning 39.89%, Botho-Botho Commercial Enterprise (Pty) Ltd owning 0.50% and the ARM Broad Based Economic Empowerment (BBEE) Trust owning 7.12% and Black ARM Directors owning 0.06%. The BEE flow through from ARM to Assmang is therefore 23.78%. Assore has an effective 26.07% HDSA ownership base comprising of Boleng Trust owning 14.28% and Fricker Road Trust owning 11.79%. The BEE flow through from Assore to Assmang is 13.03%. The HDP shareholding at Assmang is 36.81%

1.4 Locality of Mine

The Black Rock Mines (Nchwaning and Gloria) are situated on portions of the farms Nchwaning 267, Belgravia 264, Santoy 230 and Gloria 266 in the Kuruman district of the Northern Cape Province (Figure 1). The area is bounded by the farms Wessels 227, Dibiaghomo 226 and Dikgathlong 268 in the north, Rhodes 269, East 270 and Kipling 271 in the east, Umtu 281 in the south and Mukulu 265, Belgravia 264 and Santoy 230 in the West.



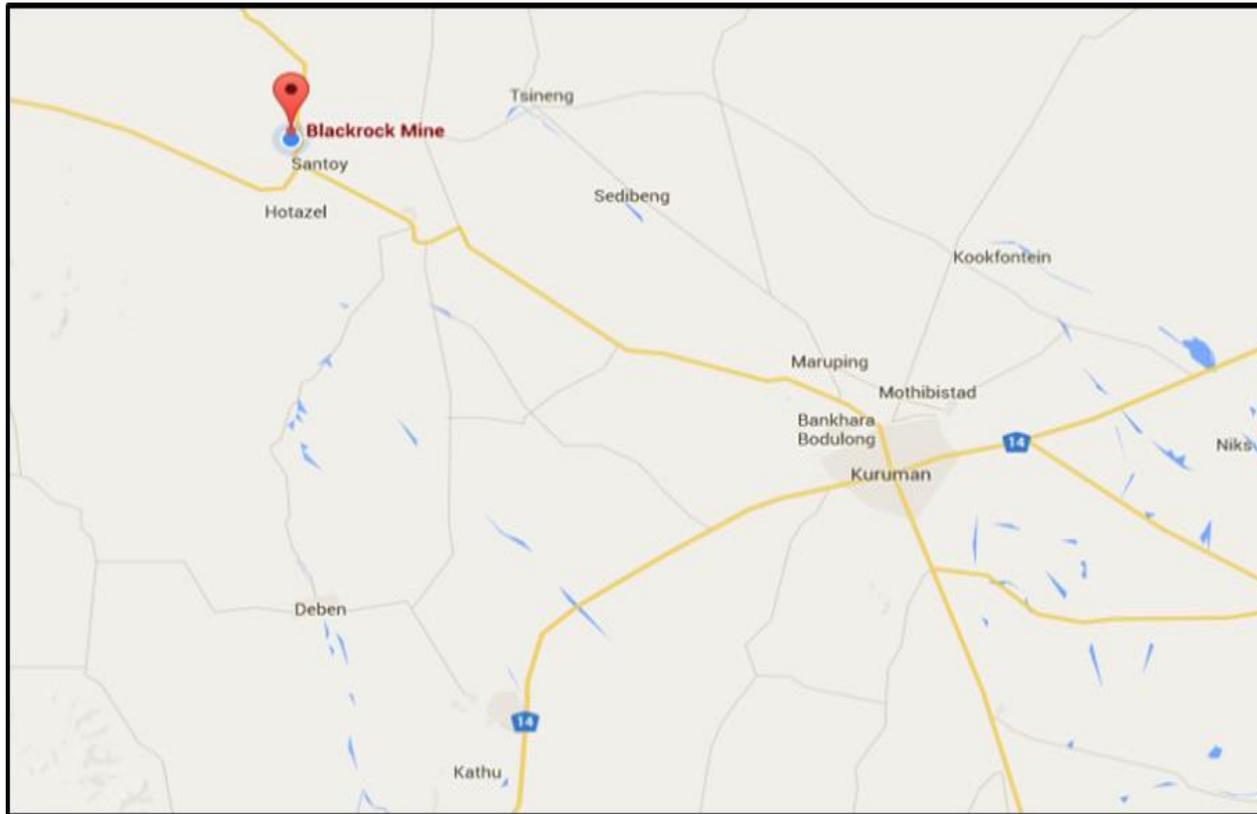


FIGURE 1: LOCALITY MAP – SURROUNDING TOWNS



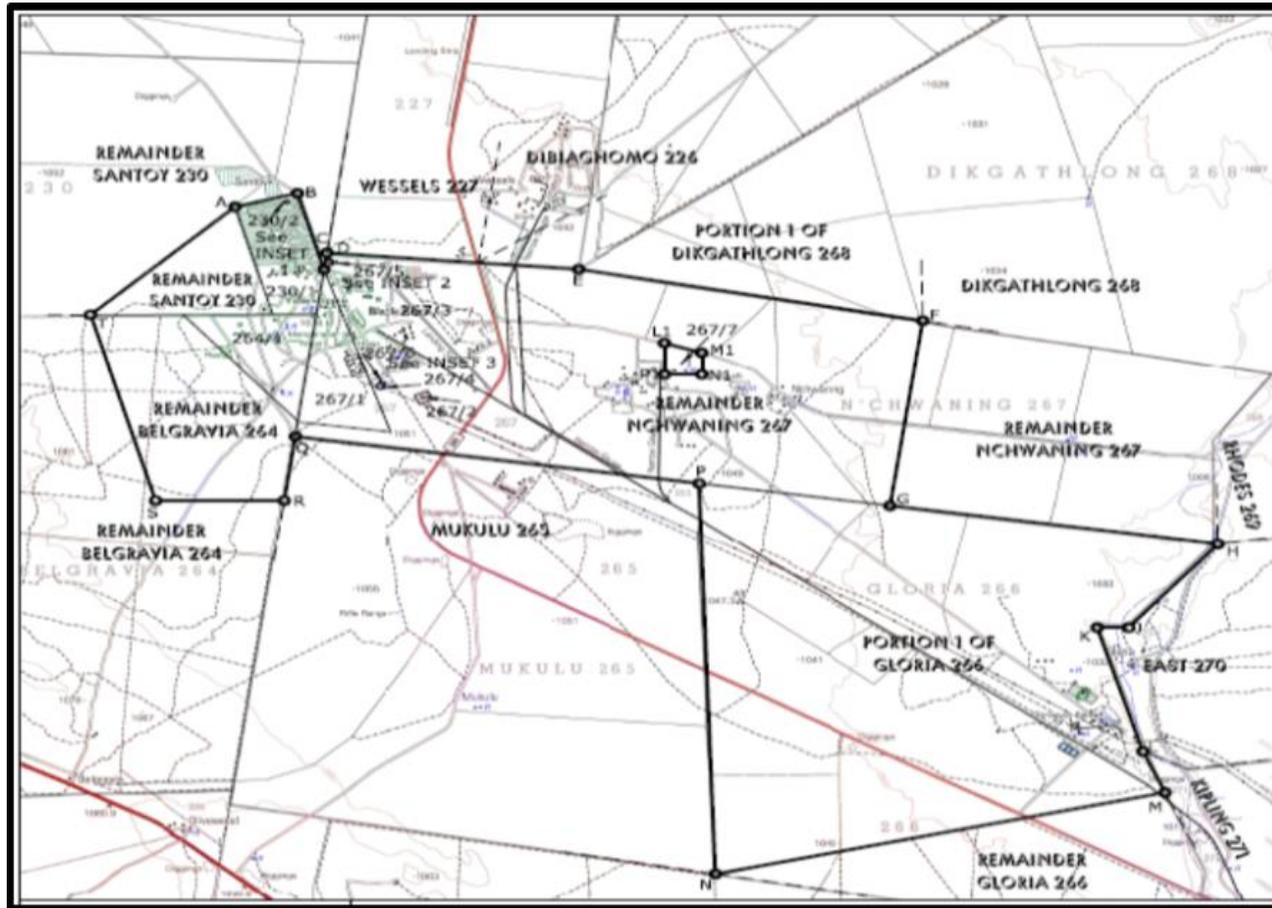


FIGURE 2: LOCALITY MAP – SURROUNDING FARMS

1.5 Mining Methodology

Three manganese ore seams are found as interbedded layers in the Hotazel banded iron formation. The highest manganese grades are found in the lowermost of the three horizons (i.e. Seam 1), which has resultantly been the focus of most historical production. The entire seam averages six meters in thickness. Mining is however restricted to the center 3.5 - 5 meters mid interval of the seam to optimize the desired product grades. The upper most seam (Seam 2) is on average 20 meters above the lowermost seam, contains lower manganese with higher iron content. New focus on mining Seam 2 is gaining traction. The sub-economic (<20% Mn) third manganese seam is between the two seams and is not currently exploited. Mining in the eastern extremity of Nchwaniing occurs at a depth of 200 meters while the deepest current excavations are at a depth of 680

meters below surface in the Graben area. Gloria Mine is extracting manganese at depths that vary from 180m to 300m below surface. The current annual production is planned at 4.4 million tons of products. The lower grade Gloria mine has planned annual production of approximately 1 million tons and 3.4 million tons for Nchwaning shafts combined. Based on current production rates at both Nchwaning and Gloria mine the life of the mine is in excess of 30 years.

1.5.1 Product specification

BRMO supply low and high grade manganese (Mn) ores products for both local and international markets. Product specifications are largely based on the manganese content, but various clients have additional requirements in terms of manganese to iron ratios, silica and calcium oxide contents. The manganese content of high-grade ores is above 42% manganese (Mn) metal content while that of low-grade ores are generally below 42% Mn.

1.5.2 Ore processing

Ores are hoisted to surface and processed into different size and grade fractions by means of crushing, washing and screening plants. Less than 10% of Black Rock's annual production is transported to Assmang Cato Ridge Ferro Manganese Smelter for further beneficiation.

1.6 Partnership with employees

Our employees are at the centre and at the heart of everything we do. BRMO continues to strive to be an employer of choice and to create a safe and healthy work environment, having met the Ethical Trade Initiative (ETI) code and being authorized to bear the 'Ethical Conformity' GC-Mark implying that BRMO has fully met the international requirements of the Global Certification of Compliance program for sustainability. Through an audit which was conducted on the 18 and 19 November 2020, it has been verified that our organization fulfils the requirements of the Ethical Trade Initiative (ETI) code to operate in a socially responsible fashion, considering the safety and human rights of our workers, banning child labor, and working against discrimination within the workplace.

The diverse, multi-racial and multi-ethnic nature of our workforce benefits and enriches our Mine. BRMO has implemented several HRD initiatives focussed on securing future skills. These include Study Assistance for employees, community Bursaries, Graduate Development Programmes, Leadership Development programmes, Mining and Engineering Learnerships, Internships, Progression Plans and several socio-economic development programmes.

1.7 Core Business Contractor Compliance

Black Rock Mines fully subscribes to the requirement of Section 101 of the MPRDA: *"If the holder of a right or permission appoints any person or employs a contractor to perform any work within the boundaries of the reconnaissance, mining, prospecting, exploration, production or retention area, as the case may be, such holder remains responsible for*

compliance with this Act. BRMO currently conduct all their core mining activities internally and all suppliers to the mine are reported within the ambit of Mining Charter Scorecard reporting requirements. Should the business amend their approach to core mining activities, the mine will ensure that contractor management principles are applied and aligned to the MPRDA requirements.

1.8 Commitment to stakeholders

BRMO is committed to uphold exceptional stakeholder relations through investing efforts to build stakeholder relationships that increase confidence; build trust and lasting relationships with all stakeholders. BRMO has numerous stakeholder forums, which are meant for continuous and regular engagements. In addition to that, BRMO drives the support of the development of the communities in which we operate through social investment and local economic development projects. These initiatives aim to build capacity in communities and prioritise women, youth and people with disabilities and the socially impoverished.

1.9 Environmental responsibility

BRMO consistently seek to minimise the impact of our operations on the environment. As a member of the International Council on Mining and Metals (ICMM), BRMO is committed to implementing good practice in relation to protecting and conserving the environment and rehabilitating the land where we operate our mines. Our principal focus areas include responsible water management, climate change, biodiversity and the efficient utilisation of energy to reduce our carbon emissions.

1.10 Black Rock Way and ethics

BRMO is dedicated to high moral, ethical and legal standards in dealing with all of its stakeholders. BRMO has recently been awarded the Ethical Trade Initiative Standard: AA1000.

All Directors and employees are required to maintain high ethical standards to ensure that the Mine's business is conducted honestly, fairly and with the required legal framework and in a reasonable manner, in good faith and in the best interests of the Mine and its stakeholders. These principles are set out in Black Rock Way pocketbook. A Code of Conduct online training programme has been rolled out throughout the Mine.

1.11 Mining Charter and SLP alignment

BRMO is also committed to the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry (the Mining Charter). The main objective of the Mining Charter has been to facilitate meaningful participation of Historically Disadvantaged South Africans (HDSAs) in the mining and minerals industry, by deracialising the ownership of the industry, expanding business opportunities for HDSAs, and enhancing the social and economic welfare of employees and mine host communities.

The Mining Charter has been extensively debated amongst industry stakeholders and has been substantially revised twice since inception - in 2010 and 2018. In September 2018, the third iteration of the Mining Charter, was published and adopted by the South African government. The revised Mining Charter features transformative amendments and more stringent targets to measure and assess the contribution of mining companies to the socio-economic goals. SLP 3 will continue the seamless alignment in BRMO's social sustainability and compliance requirements by incorporating the Mining Charter and SLP guideline requirements.

1.12 Projected Workforce Requirements (FY 2022 – FY 2026)

The total workforce at BRMO will remain steady throughout the five (5) years of SLP 3. The non-permanent workforce comprises of Section 18.2 learnerships and internships as well as temporary employees. Most of the temporary employees get absorbed into unskilled and semi-skilled positions at the mine through internal skills development and recruitment programmes (aimed at licensed operators).

1.13 Geographic Origin of Workforce

The Mine takes cognisance of the requirement of the MPRDA to “...ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced”² and will therefore utilize Labour Sending Area (LSA) statistics to identify areas from which the bulk of the workforce emanates and ensure that it contributes to the socio-economic development of these areas. Currently, BRMO source the majority (83%) of their workforce from the John Taolo Gaetsewe District Municipality (see Addendum A for a summary of labour sending areas). Furthermore, the Mine has put in place various mechanisms to define and support the training and development of community members within the surrounding areas of the Mine, please refer to Sections 2 and 3 of this SLP for further detail regarding the aforementioned training and development opportunities.

SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMMES (Reg. 46 (b))

2.1 Skills Development Plan (Reg. 46 (b))

The information contained in this section deals with the information required under Regulation 46 (b) with regard to Human Resource Development. This, in turn, is informed by the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry (Mining Charter). It is within this context that BRMO commits to develop and transform the workforce and extend development and career opportunities to the surrounding communities. In order to achieve these development objectives, the Mine has a strong focus to recruit, develop and retain high quality people to meet the current and future needs of the business, ensure advancement of equal opportunity in employment through career mobility, succession and fast-tracking programmes. Further, BRMO subscribes to the ARM group policy for strategic Human Resource Management wherein the following commitments underpin employee development:

- To conduct workforce assessments for future business needs and respond to changes in industry requirements in relation to the skills gaps.
- To have a highly skilled workforce that continues to learn and is able to respond to changes in working practices.
- To create platforms for learning and development in support of the skills development plan.
- To have a high-performing, well-motivated workforce that continuously seeks to improve on quality outputs.
- To ensure retention of high performing teams and individuals.

BRMO recognises that to achieve its business objectives the development of all employees must be given priority, to ensure a competent and productive workforce to deliver on its operational needs. In addition, focus will be given to career progression development to ensure sustainability within the operation. Having established the demographic nature of BRMO, the Social and Labour Plan uses this information together with the five-year business plan, the Workplace Skills Plan (WSP) and the Employment Equity Plan to provide a frame of reference with which to coherently address the regulatory requirements for the Human Resource Development (HRD) of the workforce.

BRMO will ensure that whenever possible and available, training will be outcomes based and aligned to the relevant SETA's (e.g. MQA) training programmes and requirements. The total HRD training budget will be aligned to the 5% annual total Payroll costs.

BRMO has complied with SETA registration requirements as below:

SETA Registration	Details
Registration number of SETA	L090758485
Name of SETA	MQA
Confirmation of having appointed a Skills Development Facilitator (SDF)	Nkateko Makhaliva
Proof of submission of workplace skills plan and date of submission	WSP/ATR 30 April as prescribed.

The integrated Human Resources Development Plan will seek to maximise the productive potential of employees through the implementation of the five-year Skills Development plan consisting of a Mentorship plan; Learnerships plan; Graduate and Bursary plan; Career Development Plan (CDP)/ Career Progression Plan (CPP); Portable Skills Plan and a five-year Employment Equity (EE) plan. The focus of skills development will aim to primarily provide technical competencies to achieve production and sales commitments; secondary to this, provide opportunities for obtaining prioritised skills and support progression within respective fields of discipline; and finally, the provision of portable or transferable skills.

¹ Section 2 (i) of the MPRDA

2.1.1 Adult Education and Training (AET) Programme

BRMO is dedicated to the improvement of the foundations for skills development by providing employees with the opportunity to become functionally literate. Form Q overleaf indicates that at BRMO the functional literacy status was recorded as 97% at the 31st of March 2021.

Most of the employees with remaining AET needs consists of employees that have worked for BRMO for a number of years and are close to retirement age. Further the mine has surveyed all employees who need AET training to determine their willingness to participate in the programme and have implemented an AET programme and training plan aligned to the need and willingness of mine employees to participate, see Tables 2 and 3 below. The mine will ensure that employees who are not interested in attending AET classes are provided with the opportunity to attend portable skills training. Further, the basic requirement for participation in a learner miner programmes is AET 4 or equivalent, providing most of the employees at the mine the opportunity to further their career development.

Employees who meet the criteria to attend AET classes will be required to complete a placement assessment to ascertain “current competency” to ensure that employees are placed at the correct AET Level. This will ensure that the learning process is aligned to the employees’ foundation of prior knowledge, in addition, this will ensure that employees have a higher success rate of completing each level. All AET Training at the mine occurs on a full-time basis whilst employees retain their position at the mine.

The targets presented in Table 2 below indicate that the mine will have a total of at least five (5) employees on AET interventions per year, the targets are progressive as it might take a learner more than one year to complete their full AET Training. For a breakdown of the race and gender information forecast aligned to the AET intake targets, refer to Annexure B.1

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Pre-AET	5	5	5	5	5
AET Level 1					
AET Level 2					
AET Level 3					
AET Level 4					
Total.	5	5	5	5	5
Budget	R280,000	R290,000	R300,000	R315,000	R330,000

Table 2: AET Progressive Training Targets at BRMO for the period (2021/22 – 2025/26)

Table 3 below provides the strategic action plan to achieve the targets as outlined in Table 3.

AET Strategic Action Plan	Responsible Department	Date to be completed
1. Employees who are not functionally literate will be encouraged to participate in AET and to strive to complete NQF Level 1	HRD and HR Generalists	Ongoing
2. Communication of AET programme to all employees identified.		Ongoing
3. Full-time AET will be provided during business hours.		Ongoing
4. Employees will be rewarded with the MQA Grant for every AET level achieved.		Ongoing
5. The candidates who do not pass AET or complete a Level, will need to re-register with AET on a part-time basis for that Level for completion and re- apply for full time for the next level.		Ongoing
6. Employees attending AET will return to their current employment positions once specified AET Level is completed or if the employee does not want to continue with the AET programme. The AET policy and agreement with the employee attending AET ensures job security to all AET candidates. Labour Hire employees will temporarily replace employees participating on the full time programme.		On completion of specified AET level

Table 3: Strategic Action Plan for AET Programme Implementation

Band	NQF Level	Old System	Non-Designated			Designated									Total	
			Foreign Nationals		White Male	Female					Male					
			Female	Male		African	Chinese	Coloured	Indian	White	African	Chinese	Coloured	Indian		
General Education and Training (GET)		No Schooling	0	0	0	1	0	0	0	0	0	0	0	0	0	1
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0	1	0	0	0	1
		Grade 3/Std 1/ABET 1	0	0	0	0	0	0	0	0	0	9	0	1	0	10
		Grade 4/Std 2	0	0	0	0	0	0	0	0	0	8	0	0	0	8
		Grade 5/Std 3/ABET 2	0	0	0	0	0	0	0	0	0	5	0	0	0	5
		Grade 6/Std 4	0	0	0	0	0	0	0	0	0	16	0	0	0	16
		Grade 7/Std 5/ABET 3	0	0	0	1	0	0	0	0	0	20	0	1	0	22
	Grade 8/Std 6	0	0	0	1	0	0	0	0	0	18	0	2	0	21	
	1	Grade 9/Std 7/ABET 4	0	0	0	8	0	1	0	0	25	0	1	0	35	
Further Education and Training (FET)	2	Grade 10/Std 8/N1	0	0	14	14	0	1	0	4	427	0	17	0	477	
	3	Grade 11/Std 9/N2	0	0	7	44	0	2	0	1	276	0	21	0	351	
	4	Grade 12/Std 10/N3	0	0	116	199	0	21	1	28	587	0	132	3	1087	
Higher Education and Training (HET)	5	Higher Certificates/Advanced National Certificate Vocational	0	0	55	81	0	13	0	7	152	0	40	1	349	
	6	Diplomas/Advanced Certificates	0	0	28	60	0	7	0	9	65	0	6	0	175	
	7	Bachelor Degrees/Advanced Diplomas	0	0	12	28	0	6	0	5	15	0	9	0	75	
	8	Postgraduate Degrees (Honours)/Professional Qualifications	0	0	3	13	0	2	0	3	8	0	2	0	31	
	9	Masters Degrees	0	0	1	3	0	0	0	1	2	0	0	0	7	
	10	Doctoral Degrees	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total			0	0	236	453	0	53	1	58	1634	0	232	4	2671	

Table 4: BRMO Form Q as 31 March 2021

2.1.2 Core Business Skills/ Technical Training Programme

Core Business/ Technical Skills Programmes play an essential part in equipping employees with the required competencies to successfully execute their employment responsibilities. Table 6 contains the Strategic Action Plan which the Mine will employ in order to ensure that it achieves the Core/ Technical, Business Skills Training targeted commitments as set out in Table 5. The training interventions implemented on an annual basis will be aligned to the Workplace Skills Plan and reported on in the Annual SLP Report as well as the Annual Training Report to be submitted to the MQA.

Training Course	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Comp. A, B & Blasting Assistant	920	920	920	920	920
Lifting Equipment					
TMM – various machines					
First Aid Training					
HIRA					
Legal Liability (Safety)					
Legal Liability (Environmental)					
Safety Rep					
ER Training					
Wellness					
Life Skills and Leadership development	100	100	100	100	100
Total	1020	1020	1020	1020	1020
Budget:	R9 610 491	R10 187 121	R10 798 348	R11 446 249	R12 133 024

Table 5: Core Business Skills/ Technical Training Targets BRMO (2021/22 – 2025/26)

The abovementioned training is not exhaustive; any additional core business skills training and associated spend will be included in the Annual SLP Report. Additional training will largely be dependent on any skills gaps identified by line management, changes to prevailing legislative requirements as well as any changes within the business methodology to ensure profitability and sustainability of the operation.

Core Business Skills Training Strategic Action Plan	Responsible Department	Date to be completed
1. Continuously develop and align skills and competency requirements for BRMO aligned to prevailing economic environment and respondent business processes.	HRD Department	Annually
2. Assess employees in terms of skills and competency gaps - resulting in an employee competency profile.		Ongoing
3. Develop a (WSP) with targets, budgets and periods (in line with commitments made in the SLP and the business plan).		Annually
4. Coordinate the Individual Development Plans to facilitate career path progression, job specific development of employees and an effective productive workforce.		Ongoing

Table 6: Core Business Skills/ Technical Training Implementation Strategy for BRMO for the period 2021 – 2026

2.1.3 Hard to Fill Vacancies:

Hard-to-fill vacancies will be addressed by BRMO through the implementation of the skills development programmes and various Learnerships, bursaries and graduate development programmes to build capacity in areas where needed

Occupational Level	Job Title or Vacancy	Main reason for inability to fill the vacancy	Interventions
Top Management	N/A		
Senior Management	Mining Manager (Local)	Limited availability of mining managers that are from the designated groups and have underground experience.	Development of a local talent pool for underground mining.
Professionally qualified and experienced specialist and mid management	Asset Care Engineer Rock Engineers Mine Planner	Remoteness of the mine and limited availability of a pool of suitably qualified and experienced Engineers (particularly designated groupings).	School support programmes. Extensive Bursary programmes aimed at local area Graduate development programmes
Skilled technical and academically qualified workers, junior management, supervisors	Auto Electricians and Diesel Mechanics Winder Engine Driver	Remoteness and limited availability of skills. EE candidate position (Female) – limited skills available	Schools Support programmes in local community TVET support programmes Learnerships (S18.2)
Semi-skilled and discretionary decision making	N/A	N/A	N/A

Table 7: Hard to Fill Vacancies for BRMO

2.1.4 Learnership Programme

Learnerships Programmes assist learners to work towards a qualification whilst obtaining work exposure. An apprenticeship Learnership is an agreement between a learner, employer and a training provider for a set period of time during which the learner works and receives training in the workplace. These are normally designed in the SETAs, approved by South African Qualifications Authority (SAQA), partially funded from the Skills Levy and must lead to a qualification on the NQF.

BRMO has set targets for Learnerships in the Engineering specific trades, however variation amongst trades could occur taking into consideration that there might be a gap at certain instances due to factors such as terminations, qualification, market demand etc. The Human Resources Development Policy further stipulates that BRMO will preferentially recruit Learnerships / apprenticeships from the surrounding communities. Therefore, the Operation commits to provide Engineering and Miner Learnership programmes to 18.1 and 18.2 learners.

The Operation strives for a social transformation ratio of 70% HDP candidates with a focus on the development of a female talent pool through the learnership programmes. The mine will endeavour to continuously have a total of nineteen (19) learners in Section 18.1 learnership programmes and at least forty-two (42) learners in Section 18.2 programmes.

Learnerships/ Apprenticeship Strategic Action Plan	Responsible Department	Date to be completed
Candidates for the Section 18.1 Learnerships / apprenticeships will be identified through internal advertisements. The potential candidates will undergo psychometric and medical assessments, and practical work knowledge assessments.	HRD Department	Annually
Advertise 18.2 apprenticeships / Learnerships positions externally through community newspapers.		Annually
Section 18.2 Learners are primarily recruited locally (specific requirements for enrolment such as Grade 12 Maths & Science; Medically Fit, Other requirements (psychometric assessments).		Annually
List of candidates (aligned to 70% HDP comprising of 15% women) to be offered Learnerships contracts.		Annually
The Learnerships needs and programmes will be assessed in terms of Artisan market scarcity considerations and operational skills requirements on an annual basis and any changes to the targets or programmes will be reported on in the annual SLP Report to DMR.		Annually
Upon qualification, artisans could be absorbed by BRMO (appointed), as and when vacancy opportunities arises and considering their performance during the Learnerships programme.		Annually

Table 8: Learnership and Artisan Implementation Strategy Action Plan

Gender and Race Breakdown	2022/2023							2023/2024							2024/2025							
	Gender		Race				Total	Gender		Race				Total	Gender		Race				Total	
	Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White		
Fitters																						
Diesel Mechanic																						
Electricians																						
Plater Boilermaker	6	4	7	2	0	1	10	6	4	7	2	0	1	10	0	2	2	0	0	0	2	
Instrumentation																						
Blasting certificate of competency for scheduled mines																						
Sub Total:	6	4	7	2	0	1	10	6	4	7	2	0	1	10	0	2	2	0	0	0	2	

Table 9: Current Section 18.1 Learnerships: Race and Gender Break Down.

Learner ship Programme	Length of Programme	New Intake Target ³				
		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Fitters	3 Years	9	0	17	2	9
Diesel Mechanic	3 Years					
Electricians	3 Years					
Plater Boilermaker	3 Years					
Instrumentation	4 Years					
Blasting certificate of competency: Scheduled mines	2 Years					
Total Intake:		9	Continuation	17	2	9

Table 10: Section 18.1 Learnerships: New Intake Target for the Period (2021/22 – 2025/26)

Total Section 18.1 Learnerships at Black Rock Operation:	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Total New Intakes	9	Continuation	17	2	9
Total In Progress	0	9	0	17	10
Current Section 18.1 Learnerships (Table 9)	10	10	2		
SLP 2 Catch-up	8	Continuation (8)	8	Continuation (8)	0
Total Section 18.1 Learnerships at the Mine	27	27	27	27	19
Budget	R9 224 120	R9 777 567	R10 364 221	R10 986 075	R11 645 239

Table 11: Total Section 18.1 Learnerships with Annual Budget Provision Period (2021/22 – 2025/26)

³ Refer to Annexure B2 for a breakdown of the intended race and gender ratios aligned to the Section 18.1 Learnership intake targets and SLP 2 catch-up breakdown

Section 18.2 Continuation Learnerships: Gender and Race Breakdown	2021/2022							2022/2023							2023/2024							2024/2025						
	Gender		Race				Total	Gender		Race				Total	Gender		Race				Total	Gender		Race				Total
	Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White	
Fitters																												
Diesel Mechanic																												
Electricians																												
Plater Boilermaker	26	8	25	9			34	26	8	25	9			34	6	3	6	3			9	1	1	1	1		0	
Auto Electricians																												
Instrumentation																												
Millwright																												
Blasting certificate of competency for scheduled mines	19	1	18	1	0	1	20	19	1	18	1	0	1	20							0						0	
Total:	45	9	43	10	0	1	54	45	9	43	10	0	1	54	6	3	6	3	0	0	9	1	1	1	1	0	0	0

Table 12: Current Section 18.2 Learnerships: Race and Gender Breakdown

Section 18.2 Learnership Programme	Length of Programme	New Intake Target ⁴				
		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Fitters	3 Years	Continuation	Continuation	18	0	4
Diesel Mechanic	3 Years					
Electricians	3 Years					
Plater Boilermaker	3 Years					
Auto Electricians	3 Years					
Instrumentation	4 Years					
Millwright	4 Years					
Blasting certificate of competency for scheduled mines	2 years	Continuation	Continuation	15	5	15
New Intake Target:		Continuation	Continuation	33	5	19

Table 13: Section 18.2 Learnerships: New Intake Target for (2021/22 – 2025/26)

⁴ Refer to Annexure B3 for a breakdown of the race and gender ratios as aligned to the Section 18.2 Learnership intake targets

Total Section 18.2 Learnerships at Mine:					
Section 18.2 Learnerships	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Total New Intakes	Continuation	Continuation	33	5	19
Total In Progress	0	0	0	37	23
Current Section 18.2 Learnerships	54	54	9	2	
Total Section 18.2 Learnerships at Mine	54	54	42	44	42
Budget	R14 628 000	R15 505 680	R16 436 021	R17 422 182	R18 467 513

Table 14: Section 18.2 Learnerships: Total Number of Learnerships at Black Rock Operations for the Period (2021/22 – 2025/26)

2.1.5 School Support and Post Matric Programmes

The Mine has identified that there is a need for additional mathematics and science tutoring and support for high school students to improve the pass rate of STEM subjects in the host communities and in doing so, developing a pool through which the mine can select candidates for tertiary education programmes and recruitment for the mine. The school support programme will support a total of one hundred (100) learners, from five (5) different schools attending grade 11 and 12. The program will consist of classes running during weekdays, weekends as well as holiday programmes. During the classes, both Mathematics and Physical Sciences with revision classes and exam preparation classes will be covered. Further, the program will facilitate career guidance where learners are exposed to different potential career paths. Career tours are organised at the nearest university to encourage and inspire learners to seek to be part of the university life and also facilitate motivational talks where influential individuals are invited to motivate learners through speeches and storytelling. In support of the students, they will be provided with a variety of study material such as notebooks and calculators to ensure an effective outcome of the program.

The targets and budget for the implementation of the programme is provided in Table 15 below.

Maths and Science Programme:	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Incubation programme Grade 10, 11 & 12	100	100	100	100	100
Total	100	100	100	100	100
Budget:	R2 332 000	R2 471 920	R2 620 235	R2 777 449	R2 944 096

Table 15: School Support Programmes (2021/22 – 2025/26)

2.1.6 Portable Skills Training Programme

The purpose of the Portable skills programmes is to equip unemployed members of host communities and employees with skills that will promote their absorption into alternative sectors of the economy. Employees impacted by downscaling, retrenchment or early retirement need to be multi-skilled and to remain economically active and as such will be afforded the opportunity to attend portable skills training with reputable service providers. As outlined in the Portable Skills Training target Table 16 below, the mine has made provision for forty (40) employees and/ or community members to annually benefit from portable skills training programmes.

Training Course	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Portable skills training (Mine)	10	10	10	10	10
Portable Skills Training (Community)	30	30	30	30	30
Total	40	40	40	40	40
Budget:	R849 473	R900 441	R954 467	R1 011 735	R1 072 440

Table 16: Portable Skills Training Targets at BRMO for the period (2021/22 – 2025/26)

The type of portable skills training interventions employees and community members can select from has been aligned to the key economic activities in their Labour Sending areas, of which the majority of the employees are from the John Taolo Gaetsewe District Municipality. The type of portable skills training interventions most often requested by the host communities and/or mine employees is:

- Community house building
- Electrical repairs
- Animal livestock farming
- Motor repair
- Poultry farming
- Business management
- Driver licence

Portable Skills Training Opportunities and Interventions will be communicated to relevant employees through the HR processes and to host communities through the local municipalities' stakeholder engagement structures.

Portable Skills Strategic Action Plan	Responsible Department	Timeframe
1. Portable skills to be aligned to the socio-economic activities of the majority labour sending areas of employees.	HR and HRD Department	Annually
2. Portable skills training opportunities to be communicated to employees through the HR & HRD Department and the Future Forum.	HR and HRD Department	Annually

Table 17: Portable Skills Training Implementation Strategy Action Plan for the period (2021/22 – 2025/26)

2.1.7 Bursary, Study Assistance & Internship Programmes (Regulation 46 (b)(iv))

Black Rock Mines is committed to the implementation of a Bursary Programme as per the requirements of Section 46 (b) (iv). The bursary scheme is aimed at the development of suitable students who, on completion of their studies, may be afforded professional career opportunities. The Mine will actively promote these opportunities at the local schools as well as through the local and district municipalities' stakeholder engagement structures. The field of study will be guided by the hard-to-fill occupations such as Mining Engineering, Mechanical/Electrical Engineering, Geology, Surveying etc. However, flexibility is required to accommodate the availability of suitable candidates, to accommodate market conditions and employment requirements.

The mine will maintain a minimum of thirteen (13) community bursary students throughout the SLP period (Refer to Table 20), these community bursary opportunities will continuously be filled once a vacancy arises (either through graduation or students that do not continue with the programme).

Internships (Table 23) are offered to students upon their final year of study at Universities or Universities of Technology to gain practical exposure and work experience at BRMO through a detailed, well rounded development programme in their specific field of study. These internships are offered across different disciplines, including Mining, Engineering and Finance.

Bursary Programme	Current Community Bursars at Black Rock Operations (FY 2022)						Total
	Gender		Race				
	Female	Male	African	Coloured	Indian	White	
Community Bursaries	9	4	12	0	0	1	13
Sub Total	9	4	12	0	0	1	13

Table 18: Community Bursary Programme at BRMO – Race and Gender Breakdown of Current Bursars

Bursary Programme	Length of Programme	New Intake Target ⁵				
		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Industrial Engineering	4	Continuation	11	3	8	6
Mine Surveying	3					
Mining Engineering	4					
Human Resources	3					
Occupational Hygiene	3					
Geology Honours	1					
Geology	3					
Electrical Engineering	2					
Computer Science	3					
Geography, Mathematics & Technology Teaching	3					
Social Science	3					
Urban and Regional Planning Honours	3					
Chemical Engineering	2					
Agriculture with Agricultural Economics	2					
Economic with International Trade	3					
Education	3					
Information Technology	2					
Law	2 or 3					
Administration	3					
Health Sciences	3					
Animal Science	2					
Total New Intake Bursaries		Continuation	11	3	8	6

Table 19: Community Bursary Programme at BRMO: Enrollment Targets for 2021/22 – 2025/26

Community Bursaries at the Mine	Total Community Bursaries at the Mine:				
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Total New Intakes	Continuation	11	3	8	6
Total In Progress	0	0	11	6	8
Current Community Bursars	13	2	0	0	0
Total Bursaries at the Mine:	13	13	14	14	14
Total Budget Provision:	R2 063 698	R2 187 519	R2 318 771	R2 457 897	R2 605 371

Table 20: Community Bursary Programme at BRMO for the Period (2021/22 – 2025/26)

⁵ Refer to Annexure B4 for a breakdown in the race and gender ration of the bursary targets.

Internship Programme	Current Internships at Black Rock Operations (FY 2022)						Total
	Gender		Race				
	Female	Male	African	Coloured	Indian	White	
Internships	6	5	10	1	0	0	11
Sub Total	6	5	10	1	0	0	11

Table 21: Internship Programme at BRMO – Race and Gender Breakdown of Current Interns

Internship Programme	Length of Programme	New Intake Target for Internships ⁶				
		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Industrial Engineering	3	6	Continuation	4	6	Continuation
Mining Engineering	3					
Rock Engineering	3					
Human Resources	3					
Geology	3					
Mine Surveying	3					
Occupational Hygiene	3					
Electrical Engineering	3					
Construction Management	2					
Analytical Chemistry	2					
Mechanical Engineering	3					
Finance	3					
Total Intake Target:						

Table 22: Targets for Internship Programme at BRMO for the period (2021/22 – 2025/26)

Total Internships	Internship Programme at Black Rock Operations:				
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Total New Intakes	6	Continuation	4	6	0
Total In Progress	0	6	6	9	15
Current Internships	11	10	5	0	0
Total Internships	17	16	15	15	15
Budget	R8 694 000	R9 128 700	R9 585 135	R10 064 392	R10 567 611

Table 23: Internship Programme at Black Rock Operation for The Period (2021/22 – 2025/26)

⁶ Refer to Annexure B5 for a breakdown in race and gender ration of the Internship intake targets.

In addition to the bursary and internship programmes, the mine provides Study Assistance opportunities to all employees to accommodate part-time studies which complement the requirements of their current positions and/or out of field careers. The mine will annually advertise during September – November study opportunities available for employees. A total number of thirty (30) study assistance opportunities will be available each year, of which a minimum of 60% of these opportunities ring fenced for female employees. Employees on the study assistance programmes will have the opportunity to remain on the programme until completion of their qualification, as per the study assistance programme criteria outlined below.

- ❖ **Category A** – Compulsory supervisory, managerial and executive studies as well as specialized technical prerequisite qualifications. This category is for supervisory and managerial positions and it is compulsory for employees to be sponsored by the company. The company sponsor for all study needs i.e. tuition, accommodation, books, study leave and travel. A work back period is equal to the duration in which the employee was sponsored.
- ❖ **Category B** – Compulsory minimum requirement of current or succession position and complementary to the current discipline of the employee and future career path. This category is for all employees who needs a qualification that is a requirement for their current role or for career progression. The qualification is fully sponsored for by the company. The company sponsor study needs i.e. tuition, books, and study leave. A work back period is equal to the duration in which the employee was sponsored.
- ❖ **Category C** – Self-interest and / or self-initiated career change within the Company or Mining industry. This category is for all employees with an interest to study a qualification outside their current work stream. The company sponsors this category if there is available funds and upon the head of department’s discretion. The company sponsors study needs i.e. tuition, books, and study leave. There is no work back period applicable to Out-of-field of Service applicants’ study loans.

Study Assistance	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Total Study Assistance at the Mine	30	30	30	30	30
Budget	R2 000 000	R2 120 000	R2 247 200	R2 382 032	R2 524 954

Table 24: Targets for Study Assistance at BRMO for the period (2021/22 – 2025/26)⁷

⁷ Refer to Annexure B6 for a breakdown in race and gender ration of the Study Assistance intake targets.

The below Table 25 outlines the Strategic Action plan for the implementation of the Bursary, Internship and Study Assistance Programmes at the mine.

Strategic Action Plan	Responsible Department	Date to be completed
1. Community Bursaries	HRD Department	
1.1 The bursary fund will cater for students studying towards a tertiary qualification at a recognised South African tertiary institution.		
1.2 Bursar opportunities are advertised internally and externally utilizing local newspapers, Local Municipalities and other platforms which attract students		
1.3 External bursaries will be preferentially awarded to students from the local host municipalities, providing they meet the bursary criteria as outlined by BRMO. Preference will be given to HDP's from the host communities.		Annually, mostly at the start of the academic year.
1.4 Those given mining-related bursaries will be expected to do vacation work and in-service training on the Mine and also enter into service contracts as and when required.		Management ongoing throughout the year.
1.5 Mentors are appointed to mentor the students and graduates during vocational and/or experiential training.		
1.6 Progress in the Bursary programme will be reported on an annual basis in the Annual SLP Report.		
2. Internship Programme:		
2.1 The internship programme supports the bursary programme through absorbing students who has completed their studies to provide them with work-place exposure		
2.2 The internship programme provides students the opportunity to finalise their qualification should in-service training be required.		Ongoing
3. Study Assistance:		
3.1 The bursary fund will cater for students studying towards a tertiary qualification at a recognised South African tertiary institution.		
3.2 Study Assistance will be awarded to employees as per BRMO' selection criteria, preference shall be given to HDP's and women.	Ongoing	
3.3 Progress in the Bursary programme will be reported on an annual basis in the Annual SLP Report.		

Table 25: Strategic Action Plan Community Bursary and Internship Programme Implementation

2.1 Career Progression Programme (Reg. 46 (b)(ii))

A career progression Programme intends to demonstrate a career path for employees, indicating potential routes to progress from one role or position to another within a specified discipline through defining competencies, such as knowledge, skills and experience required by the various job categories. The move or change could be either to a position on the same level or a position on a higher level of employment; should vacancies become available. The career path will guide the recruitment and selection process,

training and development as well as the talent management process. Through strategic career development planning, BRMO retain their focus on internal promotion and succession planning as a key strategy to fill vacant positions internally.

A succession plan has been established in line with the Operation’s strategic development plan, to encourage promotion opportunities. The selection of the succession pool candidates is aligned to the Employment Equity Plan and consideration will be given to scarce and critical skills. Table 26 below presents the strategic plan for the continued implementation of the Career progression programme at the mine with Table 27 outlining the opportunities for progression of employees among the listed disciplines within the Company. This progression is supported by various development interventions such as Mentoring, Study Assistance, Leadership and Supervisory Development, Succession Development and Learning Programmes. Annexure C provides two sample Career Paths specific to BRMO Mining and Engineering.

Career Progression Plan Strategy	Responsible Department	Timeframe
1. Employees are informed of available career paths through induction sessions and individual career guidance sessions	HRD Department	Ongoing
2. Complete Position Profiles for all positions at BRMO		Job Profiles for all positions are in place. Maintenance Ongoing
3. Indicate generic career paths for all the positions on the position profiles.		Career paths are included and updated on job profiles as per business requirements.
4. A career path document was developed for each department indicating a generic career path for development purposes.		An official career path document is available to employees, indicating progression paths per discipline.
5. As part of the annual IDP process, BRMO will facilitate opportunities for employees to discuss career aspirations and establish prioritised career skills needs within the current discipline (job related) on a skills required basis.		Progress is shared with the Committee during official EE and SD meetings as per the required reporting templates and structures.
6. Regular progress reports to the Employment Equity/ Skills Development Committee.		Bi-annually
7. Career development reviews will be conducted with employees linked to the career progression intervention that they are part of		Ongoing
8. Training matrixes will inform development required for career progression and development interventions be prioritized in line with such requirements		

Table 26: Strategic Action Plan for Implementation of Career Progression Programmes at Black Rock Mine

Position	Training Intervention	Qualification to be achieved	2021/2022			2022/2023			2023/2024			2024/2025			2025/2026		
			New Target Enrolment	Continuation	Pass Out	New Target Enrolment	Continuation	Pass Out	New Target Enrolment	Continuation	Pass Out	New Target Enrolment	Continuation	Pass Out	New Target Enrolment	Continuation	Pass Out
Mining Operations Manager (Local)	Succession development	Management Development Programme	1				1			1	1	1				1	
Manager Finance	Succession development	Management Development Programme	1				1			1	1	1				1	
Manager Engineering	Succession development	Management Development Programme	1				1			1	1	1				1	
Manager SHERQ	Succession development	Management Development Programme	1				1			1	1	1				1	
Asset Care Engineer	Succession development	Management Development Programme	1				1			1	1	1				1	
Rock Engineers	Succession development	Rock Engineers certificate Management Development Programme	1				1			1	1	1				1	
Mine Planner	Succession development	N/A (Workplace Exposure)	1				1			1	1	1				1	
Auto Electricians	Learnership Engineering	Red seal	1				1			1	1	1				1	
Diesel Mechanics	Learnership Engineering	Red seal	1				1			1	1	1				1	
Winder Engine Driver	Succession development	Winder Engine Driver certificate	1				1			1	1	1				1	
Shift boss	Succession development	Mine Overseer certificate Management Development Programme	5				5	5	5	0			5	5	5	0	
Miner	Succession development	Shift boss certificate Supervisory certificate	5				5	5	5	0			5	5	5	0	
Foreman	Succession development	Engineering Studies Foreman certificate	5				5	5	5	0			5	5	5	0	
Chargehand	Succession development	Engineering Studies Supervisory certificate	5				5	5	5	0			5	5	5	0	
Miners	18.1 Learnership Mining	Blasting certificate of competency for scheduled mines	9				9	9	9	0			9	9	9	0	
Artisan	18.1 Learnership Engineering	Engineering Studies Red Seal		10			10	8	8	2			10			10	
Total			39	10	0	0	49	37	37	12	10	10	39	29	29	20	0
Total Career progression Programmes at the Mine:			49			49			49			49			49		

Table 27: Targeted Career Progression Plans at BRMO for the period (2021/22 – 2025/26)

2.2 Mentorship Plan (Reg. 46 (b)(iii))

BRMO supports mentorship and coaching programmes and believes that it is one of the key drivers to achieving the expected outcomes of career progression and personal development. **Mentorship** is a formalised relationship between a mentor and a mentee, established to enhance the mentee's career by means of transferring and building skills and knowledge. Coaching and mentoring programmes at BRMO include the following interventions:

- BRMO Connect Coaching: Assigned to groups of line managers in operations
- Executive Coaching: Provided to occupational levels in Senior Management and Professionally qualified, experienced specialists and mid management
- Learnerships/Interns/ Bursars/ Work Experience/ Successors: On the job coaching and assigned mentors in the work environment
- Mentor and Mentee Training: Formal training provided to mentees and mentors.

The formalisation of this process entails scheduled meetings, clear objectives, regular monitoring and specified timeframes for completion and achievement of goals. Tables 28 and 29 outline the implementation plan and targets for the mentorship programme, all mentees are currently part of the various training and career development programmes at Black Rock Operations as outlined in the various target tables throughout Section 2 of this document.

Mentoring and Coaching Programme Strategic Action Plan	Responsible Department	Timeframe
1. Identify employees within the company with specific mentoring and coaching needs and link them to a suitable mentor and/ or coach.	HR Department	Ongoing
2. Engage suitably experienced employees to assess and identify their interest and aptitude to participate in the mentorship programme.	HR Department	Ongoing
3. Development of a formal agreement between mentor and mentee.	HR Department	Ongoing
4. Present formal training to mentors and mentees.	HR Department	Ongoing
5. Implement and monitor the mentoring programme	HR Department	Quarterly review sessions with the mentor and mentee to track progress and the quality of the mentoring relationship.

Table 28: Strategic Implementation Plan for Mentorship Programme at Black Rock Mines

Number of Employees and Non - Employees in Mentorship Programmes					
Number of Mentees per Category	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Learnership 18.1	27	27	27	27	19
Learnerships 18.2	54	54	42	44	42
Bursaries	13	13	14	14	14
Internships	17	16	15	15	15
Career Progression Plans	28	28	28	28	28
Total Mentees:	139	138	126	128	118
Number of Mentors	35	35	32	32	30
Budget	R 1 087 560	R 1 166 297	R 1 179 106	R 1 257 427	R 1 324 843

Table 29: Targets for Mentorship Programme at BRMO for the period (2021/22 – 2025/26)

Employment Equity Plan (Reg. 46 (b)(v))

In compliance with the Employment Equity Act, no 55 of 1998 (EE Act), BRMO has assigned the Manager Human Resources as the Senior Manager for Employment Equity to take overall responsibility and accountability for Black Rock Mine's compliance with the Employment Equity Act.

The Employment Equity and Skills Development committee forum complies with the representivity requirements of Section 16 of the EE Act. The forum meets at least quarterly and the minutes / records of these meetings are maintained. Special meetings are reserved for consultations on the barrier analysis and monitoring, the Employment Equity plan, and the annual reporting to the respective government authorities. The Employment Equity plan and strategies are tools used to assist the mine in promoting equal opportunities and fair employment practices by eliminating unfair discrimination and instituting affirmative action measures to redress the imbalances of the past. The EE goals receive inputs from all stakeholders, in terms of numerical goals and affirmative action measures, and the final plan is endorsed by the Senior General Manager, after consultations within the employment equity forum.

Employment practices have been focused on achieving transformation targets as specified by the Mining Charter. Black Rock Mine is committed to the employment of local host communities. The local media is mainly used for job opportunity advertisements throughout the labour sending areas i.e. Gamagara, Ga-Segonyana and Joe Morolong Local Municipalities. Critical skills (Senior Management and Professionally qualified, experienced Specialists and Mid-Management skills) are advertised locally, provincially and nationally. The recruitment strategy is aligned to the Employment Equity Plan and the Mining Charter requirements and as required by the Company's Employment Equity Plan, BRMO has processes in place to track and monitor recruitment of designated groups, particularly females.

Table 30 below outlines the workforce baseline information in Form S as at the 31st March 2020, with Table 31 indicating the employment equity targets for Black Rock Mining Operations for the period 2021 – 2026. The mine is aware that the targets for female representation is lower than the set targets in the Mining Charter Scorecard, however the targets are aligned to the operations Employment Equity Plan and operational realities. In order to improve female representation across the different occupational levels, BRMO has implemented a range of Human Resource Development initiatives with stringent female representation requirements in Engineering Learnerships (18.1 and 18.2), Artisan Aides, Community Learner Operators, Rock breaking and Blasting and Learnerships (18.1 and 18.1), Internships and bursaries. The company has further identified designated positions specifically for females across all occupational levels.

Levels	Male				Female				Foreign National		Grand Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
**Board	2	0	0	7	2	0	0	0	0	0	11
**Executive Management (Paterson F)	2	1	0	5	0	0	1	1	0	0	10
Senior Management (Paterson E)	2	0	0	4	1	1	0	0	0	0	8
Middle Management (Paterson D)	16	6	0	36	14	5	0	4	2	0	83
Skilled Technical/ qualified (Paterson C)	308	130	4	158	104	9	1	24	0	0	738
Semi - Skilled (Paterson B)	813	56	0	30	155	26	0	29	1	0	1110
Unskilled (Patterson A)	491	40	0	8	179	12	0	1	1	0	732
Grand Total	1634	233	4	248	455	53	2	59	4	0	2692
Core & critical Skills	1527	203	3	208	380	28	0	16	0	0	2365
Support	107	30	1	40	75	25	2	43	4	0	327
Disability	11	0	0	3	8	0	0	0	0	0	22

Table 30: BRMO Form S as at 31 March 2021

Levels	2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
	HDP Target	Female Target								
**Board	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
**Executive Management	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior Management	56%	22%	56%	22%	56%	22%	56%	22%	56%	22%
Middle Management	55%	25%	55%	25%	55%	25%	55%	25%	55%	25%
Junior Management	78%	20%	78%	22%	78%	23%	78%	24%	78%	25%
Core & critical Skills	60%	15%	60%	18%	60%	20%	60%	20%	60%	20%
	2022		2023		2024		2025		2026	
Disability	1,5%		1,5%		1,5%		1,5%		1,5%	

Table 31: Equitable Representation Targets for BRMO for the period (2020/21 – 2025/26)

**Board and Executive Management sit at ARM Head Office

SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

This Section 3 provides the strategic plans the company will undertake to promote local economic development locally and within the regional context.

3.1 Socio-Economic Background Information

BRMO is situated approximately 80kms northwest of the town of Kuruman in the John Taolo Gaetsewe District Municipality of the Northern Cape of South Africa. The mine's host and labour sending communities are Joe Morolong and Ga-Segonyana, which both form part of the John Taolo Gaetsewe district, alongside Gamagara. The focus of Local Economic Development Programmes of the SLP is on Joe Morolong and Ga-Segonyana, being the host and main labour sending municipalities, however BRMO acknowledges that a smaller group of its employees are from Gamagara.

Ga-Segonyana accounts for 16% of the geographical area in the John Taolo Gaetsewe District Municipality, it originated as a cross-boundary municipality that straddled the North West and Northern Cape Provinces. It was established in 2000 through the amalgamation of the Kuruman and Mothibstad Municipalities. The area is also administered through a traditional authority system with two paramount chiefs and headmen.

Joe Morolong is the largest municipality in the district, accounting for three quarters of its geographical area in John Taolo Gaetsewe District Municipality. The area is mostly rural, with about 60% of it comprising virgin land surface. The area is administered through a traditional authority system with various paramount chiefs and headmen. Joe Morolong has seen a population decline due to the effects of urbanisation. Many people have chosen to move out of the municipality due to lack of infrastructure and accessibility challenges. These people generally move across to neighbouring Ga-Segonyana which has seen a correlated increase in its population size. Both municipalities have service delivery, education and employment challenges and have highlighted the meeting of basic needs in communities as priority areas.

In 2018, Assmang (Pty) Ltd, along with other mining companies operating across four local municipalities in the Northern Cape, adopted the 'shared value' philosophy on how it approaches its regulatory, corporate social investment, and enterprise and supplier development requirements and responsibilities. This approach seeks to go beyond compliance requirements, to work with local stakeholders to jointly achieve real socio-economic outcomes through a more collaborative approach, and also a requirement as per the Mining Charter 2018 to take into account when developing future Social and Labour Plans (SLP's). As part of this approach, Assmang (Pty) Ltd, and BRMO, embarked on an intensive programme of consultation with local stakeholders including community groups, faith leaders, young people, traditional leaders and local and district municipalities across Ga-Segonyana and Joe Morolong.

This structured consultation, through a series of workshops with each group, gave opportunity for deep discussions regarding:

- The socio-economic challenges that exist in Ga-Segonyana and Joe Morolong. Importantly, these were acknowledged to be complex and systemic issues that are not the fault of any one sector, industry or stakeholder. Workshop participants agreed that blame was not a constructive or even accurate approach and agreed that breaking the 'vicious cycle' of weak development required all stakeholders to come together in a collaborative approach.

- Against 48 outcomes which represent the communities' shared vision, quantitative socio-economic baseline data were gathered from publicly available sources such as census and government data.
- In addition, stakeholders were asked to provide a score of the current status of each of the 48 outcomes of the shared vision to help understand 'how far we are from fixed'. This qualitative data places value on community stakeholder's lived experience and helps to contextualise, validate and challenge traditional quantitative metrics and indicators which may not tell the full story of the challenges and lives of mining communities.
-

As a result of these discussions, BRMO has been able to build and strengthen relationships with local stakeholders.

3.2 Socio-Economic Profile of the Region Surrounding the Mine and Envisaged Labour Sending Areas

Across South Africa, disjointed local development planning processes, policy ambiguity and implementation challenges, combined with a complex environment of growing levels of mistrust, have limited the impact of individual and collective development efforts. These challenges particularly affect the development of effective and well-consulted integrated development plans (IDPs) which in turn affects the effectiveness of the selection of local community development projects in social and labour plans (SLPs) that define mining responsibilities and commitments to local communities. These issues are part of the reason for BRMO's decision to adopt a different, more collaborative approach in the development of a Socio-Economic Baseline report and the subsequent focus areas for development as outlined in Figure 3 below.



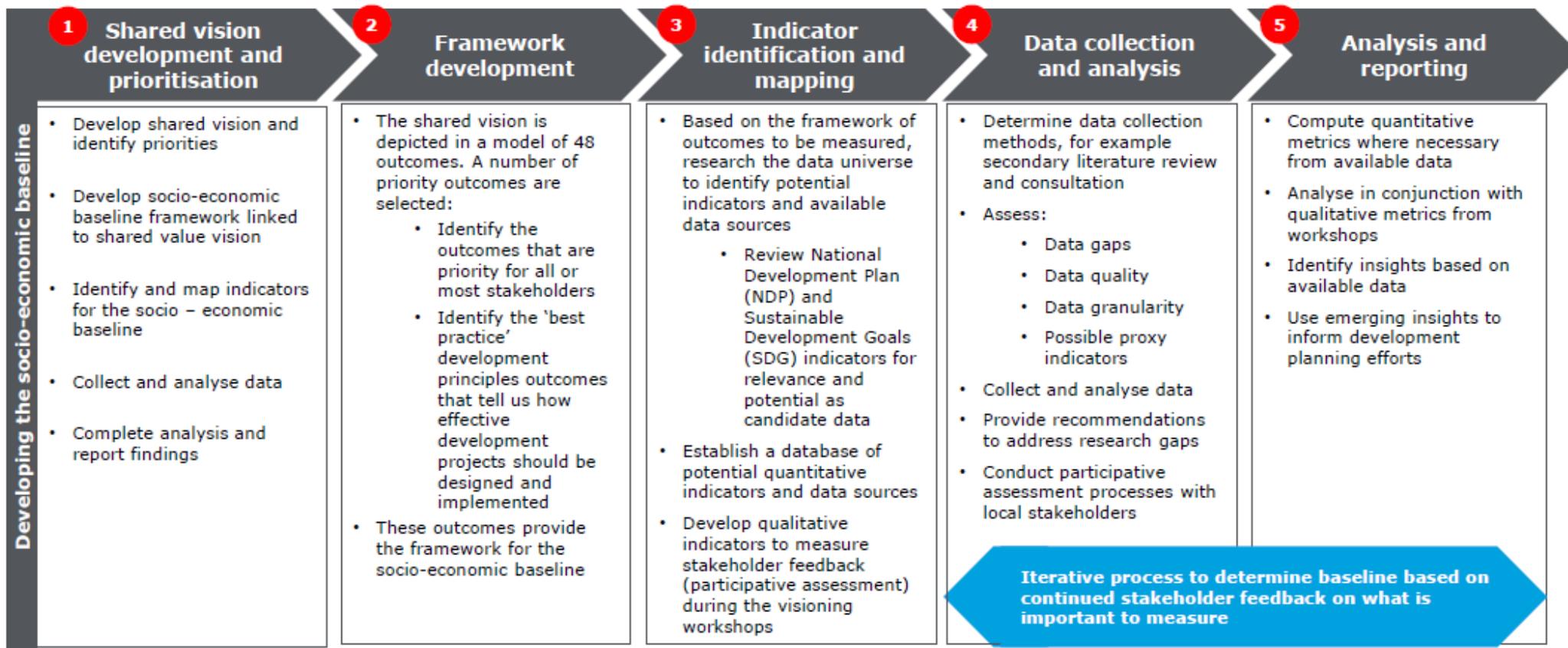


FIGURE 3: APPROACH AND METHODOLOGY TO THE DEVELOPMENT OF THE SOCIO-ECONOMIC BASELINE REPORT (SEPTEMBER 2019).

Among the 48 outcomes that constitute the shared vision, the below listed eleven (11) priority areas were emphasised by all stakeholder groups in Ga-Segonyana and Joe Morolong.

- Youth empowerment and opportunities:** Opportunities for young people which are easily accessible.
- Strengthened services:** Strengthening of particularly healthcare services was highlighted as a crucial aspect of socio economic development.
- Improved infrastructure:** The implementation of efficient and viable such as well-maintained roads, buildings and infrastructure. Roads were particularly emphasised by participants in Joe Morolong. BRMO prioritises this area of need which forms the basis of all service delivery elements in the municipalities.
- Meeting Basic Needs:** Key to socio economic development was meeting basic needs such as clean air, water and sanitation, safe streets and housing, protection of human rights, jobs and equal opportunities and peaceful communities.
- Health and Wellness:** A need for spaces and facilities such as multi-purpose / community centres.

6. **Sustainable livelihoods:** Inhabitants of the local municipal areas to have a sustainable means of making a living in order to secure the basic necessities (food, water, shelter and clothing) of life.
7. **Diversified local economy:** Sustainable livelihoods are linked to “life after mine” and to a shifting of the local economy away from mining toward a more diversified local economy made of multiple thriving sectors such as agriculture, manufacturing and tourism.
8. **Effective education and relevant skills:** Quality educational facilities, including regional tertiary educational institutions where young people in their communities are equipped with relevant “in-demand” skills.
9. **Access and connectivity:** Access to the connectivity ecosystem such as high-speed data networks and the services these networks could provide (e.g. improved government service delivery, educational platforms, and platforms for empowerment opportunities for women /entrepreneurs, etc.)
10. **Mobility:** Connected communities, the freedom of movement and safe reliable transport.
11. **Social capital:** A key concept is a stable, hopeful and secure society where everyone can succeed and has a role in creating and growing this society.

3.3 Local Economic Development Planning

3.3.1 Integrated Development Planning: John Taolo Gaetsewe District Municipality

The John Taolo Gaetsewe District Municipality (JTGDM) is situated in the Northern Cape Province and is bordered by (1) The ZF Mgcawu and Frances Baard District Municipalities to the west and south; (2) The North West Province (Dr. Ruth Segomotsi Mompati District Municipality) to the east and northeast; and (3) Botswana to the northwest.

JTGDM is the second smallest district in the Northern Cape, occupying only 7% of the Province (27 498.9 km²) (StatsSA 2016). Administratively, the JTGDM comprises three Local Municipalities: (1) The Gamagara LM; (2) The Ga-Segonyana Local Municipality; and (3) The Joe Morolong Local Municipality.

Joe Morolong LM is the District’s largest local municipality in terms of area size; covering an extent of 20 215 km², with Ga-Segonyana LM and Gamagara LM covering 16% and 10% respectively. The John Taolo Gaetsewe District comprises of 186 towns and settlements of which the majority (80%) are villages in the Joe Morolong Municipality.

Priority	Objectives
Municipality Financial Viability and Management	Promote and enhance financial viability
	Ensure that the municipal assets are properly safeguarded
	Ensure a clean audit
Basic Service Delivery and Infrastructure Development	Provide road and transport services
	Promote integrated human settlement planning
	Provide and manage bulk services
	Provide adequate housing
	Establish and maintain community facilities
	Provide municipal health care services to the communities
	Monitor the quality of water
	Provide food quality and safety control services
	Monitor waste management services
	Control environmental pollution
	Manage the disposal of the dead
	Provide disaster management services
	Promote the interests of vulnerable groups
Good Governance and Public Participation	Ensure effective strategic integrated sustainable development planning and performance management
	Promote ethical behavior
	Foster and promote good intergovernmental relations
	Promote achievement of a clean annual audit outcome for all the Municipalities in the District
	Manage risks to the Municipality
	Review and report IDP Implementation progress against predetermined objectives
	Govern own municipal affairs
	Promote the interests and rights of targeted groups- women, children, youths, disabled , elderly
Municipal Transformation and organizational development	Provide comprehensive human resources services
	Improve and maintain ITC systems
	Ensure that the municipal assets are properly safeguarded
	Provide and maintain effective administration systems
Local Economic Development	Effectively coordinate the implementation of the LED strategy

Priority	Objectives
	Facilitate participation of Social partners in economic growth initiatives
	Facilitate increased LED capacity in the District
	Effectively coordinate Social and Labour Plans to benefit everyone
	Facilitate the creation of jobs or employment opportunities
	Enhance tourism development and promote the District as a preferred Tourism Destination
	Promote the conservation and development of heritage resources
	Availability of Land for economic development

Table 32: IDP Priority Elements for the John Taolo Gaetsewe District Municipality

3.3.2 Integrated Development Planning: Joe Morolong Local Municipality:

The Joe Morolong Local Municipality is spreading over about 20 215 km². It is located in Northern Cape Province of South Africa within John Taolo Gaetsewe District Municipality. The area is mostly rural with about 60% of it compromised of virgin land surface. The total population of the area is less than one hundred thousand (100 000) with only 58% of this population being economically active.⁸

⁸ <http://www.joemorolong.gov.za/>

Table below lists the priority areas as identified by the Joe Morolong Local Municipality and shown in the IDP⁹

Key Performance Area	Objectives
Basic Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> ○ To ensure provision of efficient of infrastructure (roads and storm water) and energy supply that will contribute to the improvement of quality of life for al in Joe Morolong. ○ To contribute to the safety of communities through the pro-active identification, prevention, mitigation, management of environment, fire and disaster risks.
Good Governance and Public Participation	<ul style="list-style-type: none"> ○ To promote proper governance and public participation. ○ To improve public relations thus pledging that our customers are serviced with dignity and care. ○ To facilitate the development of the poor and most vulnerable including the elderly, women, people with disabilities, youths and rights of children.
Municipal Transformation and Organizational Development	Institutional transformation to provide an efficient workforce by aligning institutional arrangements to the overall municipal strategy in order to deliver quality services.
Local Economic Development	To facilitate sustainable economic empowerment for all communities within Joe Morolong and enabling a value and conducive economic environment through the development of related initiatives including job creation and skills development.
Municipal Financial Management and Management Viability	To ensure the financial viability and sustainability of the municipality and to adhere to statutory requirements.

Table 33: IDP Priority Elements for the Joe Morolong Local Municipality¹⁰

From the above and through consultations, BRMO's focus is mostly centred on:

- Road infrastructure development;
- Household access to water reticulation, sanitation and electricity;
- Economic growth, development, capacity building and job creation;

3.3.3 Integrated Development Planning: Ga-Segonyana Local Municipality:

Ga-Segonyana Local Municipality consists of 34 residential areas and the council consists of 14 ward and 13 proportional representative (PR) councillors with its seat in Kuruman.

⁹ IDP Five year Plan, Joe Morolong Local Municipality, 2021/22 Financial Year

¹⁰ [http://www.joemorolong.gov.za/IDP Five year Plan, Joe Morolong Local Municipality, 2021/22 Financial Year, JTGDM SDF Review 2017](http://www.joemorolong.gov.za/IDP%20Five%20year%20Plan,%20Joe%20Morolong%20Local%20Municipality,%202021/22%20Financial%20Year,%20JTGDMSDF%20Review%202017)

The residential areas of which 20% is constituted of urban and peri-urban areas and 80% is rural areas. The municipality covers an area of 4 491km². The CBD of the municipality is situated in Kuruman and residential areas of the municipality are within the 80km with the population estimated at 104 408 (Census, 2016).

All rural residential areas are administered by the Traditional Authorities. These areas do not obtain title deeds because they are not formalised. There are two Traditional Leaders (Chiefs) representing the Batlharo Ba-ga Motlhwane and the Batlhaping Ba-ga Jantjie in the municipal council. This dynamic administration processes need extraordinary management skills and will to manage the municipal resource planning and allocation to the best benefit of its people.

The economy of the municipality is reliant on mining, agriculture, tourism and commercial sector in and around Kuruman town. Rapid mining development lead to extreme pressure on resources planning and allocation in that, these developments does not allow for thorough assessment of availability resources like the availability of water, electricity, waste management, sanitation and other municipal services. Ga-Segonyana depends on underground water supply for its domestic, agricultural and commercial demand and use.

Table below lists the priority areas as identified by the Ga-Segonyana Local Municipality and shown in the IDP¹¹

Key Performance Area	Objectives
Good Governance and Public Participation	<ul style="list-style-type: none"> o Dissemination of information to communities and stakeholders on o Annually allow communities to make inputs on service delivery issues. o To continuously engage and provide appropriate service provision to the youth, children, elderly, people living with disabilities, people living with HIV/AIDS and other communicable diseases. o To continuously allow communities to make inputs on service delivery issues through ward committees.
Local Economic Development	<ul style="list-style-type: none"> o To create platform for economic growth opportunities and job creation through continuous promotion of Ga-Segonyana as ideal investment destination. o To continuously monitor compliance of businesses with Business Act, by-laws and policies o To create a platform for economic growth opportunities and job creation through continuous promotion of Ga-Segonyana as investment destination. o To continuously provide support to SMMEs by offering training and assistance in order for them to grow and be viable o To continuously provide camping space and amenities as well as resort and leisure.
Financial Viability and Management	<ul style="list-style-type: none"> o To have a complete, reliable measurable and GRAP compliant fixed asset register o To compile a funded and realist budget annually for approved by Council by the end of May each year
Basic Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> o To ensure Infrastructure development maintenance and reduce losses with respect to; water and sanitation; human settlements; electricity; waste management; roads; public transportation

Table 34: IDP Priority Elements for the Ga-Segonyana Local Municipality

¹¹ IDP Five year Plan, Ga-Segonyana Local Municipality, 2020/2021 Financial Year

3.3.4 Impact of the Mining Operation

BRMO is committed to the development of the local community through infrastructure development and poverty eradication projects that the Mine undertakes in line with the District and Local IDPs of the mining area. The Mine recognises that it will have a number of socio-economic impacts on the region.

3.4 Infrastructure Development and Job Creation Projects

Throughout the engagements with the local municipality and community stakeholder structures, mobility of people, goods and services within this remote region is a critical factor in the economic development of the region. Figure 4 below provides a summary overview of the spend categories per municipal area where the mine will be investing just over R 135 million through their community development funding for the five-year period stipulated in SLP 3.

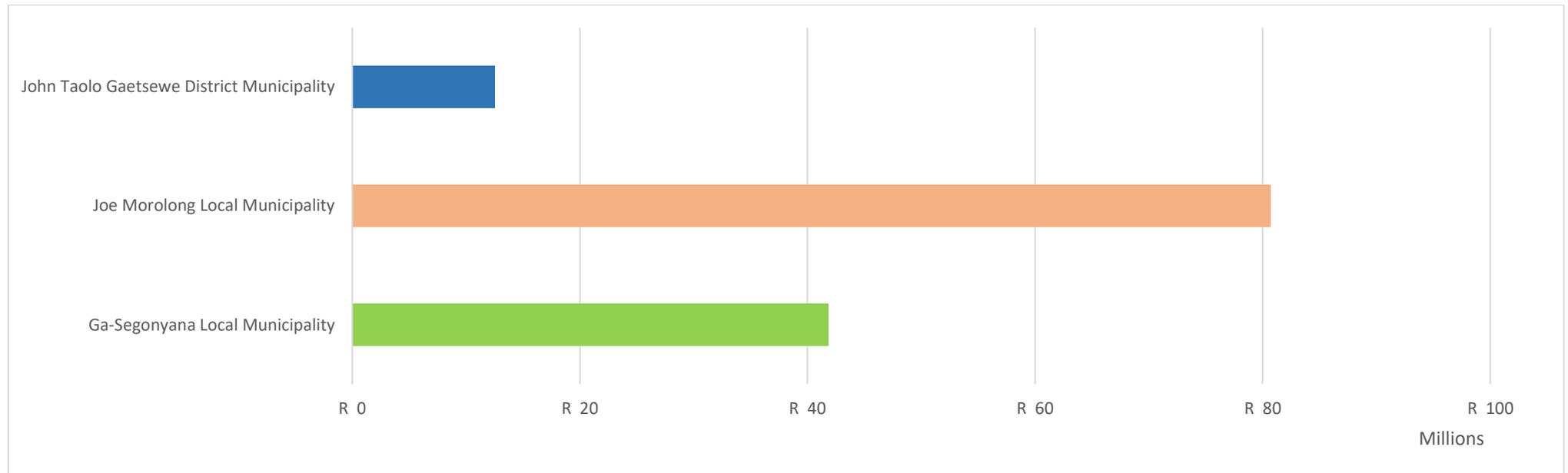


Figure 4: Allocation of Community Development Spend (FY 2022 – 2026).

The projects included in this SLP were identified through an extensive stakeholder engagement process with a summary of the projects and projected budgets outlined in Tables below, followed by the detailed project descriptions. Currently the municipalities are in finalising updated Integrated Development Plans and as such IDP reference numbers are not yet available. The correct IDP reference numbers will be included in the Annual SLP Reports to the DMRE.

No.	Name of Forum/Meeting	District/Local Municipality	Date of Attendance	Stakeholder Groupings and I& AP	Objectives of Forum/Meeting
D1	Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2019/10/30	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D2	Social and Labour Plan 3 Consultation	Community Meeting	2019/12/10	Community of Chief Dince	Social and Labour Plan 3 Consultation
D3	Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2020/02/10	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D4	Social and Labour Plan 3 Consultation meeting	Ga-Segonyana LM	2020/02/10	Ga-Segonyana LM	Social and Labour Plan 3 Consultation meeting
D5	Stakeholder Engagement meeting	Joe Morolong LM	2020/03/02	Joe Morolong	Discussion on Magobing road project
D6	Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2020/05/20	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D7	Social and Labour Plan 3 Consultation	Ga-Segonyana LM	2020/05/20	Ga-Segonyana LM	Social and Labour Plan 3 Consultation
D8	Social and Labour Plan 3 Consultation	Internal Stakeholder	2020/08/13	Organised Labour	Social and Labour Plan 3 Consultation
D9	Social and Labour Plan 3 Consultation meeting	Internal Stakeholder	2020/08/21	Organised Labour	Social and Labour Plan 3 Consultation meeting
D10	Social and Labour Plan 3 Consultation meeting	Ba-Ga Motlhwane T/C	2020/09/08	Ba-Ga Motlhwane Traditional Council	Social and Labour Plan 3 Consultation meeting
D11	Social and Labour Plan 3 Consultation meeting	Joe Morolong LM	2020/11/09	Joe Morolong LM	Social and Labour Plan 3 Consultation meeting
D12	Social and Labour Plan 3 Consultation meeting	Ga-Segonyana LM	2020/11/11	Ga-Segonyana LM	Social and Labour Plan 3 Consultation meeting
D13	Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2021/02/12	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D14	Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2021/02/19	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D15	Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2021/03/01	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D16	Social and Labour Plan 3 Consultation meeting	Joe Morolong LM	2021/03/19	Joe Morolong LM	Social and Labour Plan 3 Consultation
D17	Social and Labour Plan 3 and SLP 2 Close-Out Report Consultation meeting	Internal Stakeholder	2021/06/07 2021/06/08	Organised Labour	Social and Labour Plan 3 and SLP 2 Close-Out Report Consultation meeting
D18	HRD Social and Labour Plan 3 Consultation meeting	John Taolo Gaetsewe DM	2021/06/18	John Taolo Gaetsewe District	Social and Labour Plan 3 Consultation
D19	Social and Labour Plan 3 Consultation meeting	DMRE	2021/03/03 2021/06/03	DMRE	Social and Labour Plan 3 Consultation/ Approval in Principle

Table 35: Record of Stakeholder Engagement (Refer to Portfolio of Evidence)

PROGRAMME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	TOTAL
Ga-Segonyana Local Municipality- Infrastructure Support	R 10 761 544	R 10 761 544	R 6 761 544	R 6 761 544	R 6 761 544	R 41 807 719
Feasibility Study for Construction of a Regional Waste Water Treatment Works	R 3 000 000	R 3 000 000				R 6 000 000
Refurbishment of Kuruman Waste Water Treatment Works	R 3 600 000	R 18 000 000				
Upgrading of the portion of Electrical Network	R 3 161 544	R 15 807 719				
Design of bypass road from N14 at Eldorado to R31	R 1 000 000	R 1 000 000				R 2 000 000
Joe Morolong Local Municipality-Infrastructure Support	R 8 871 281	R 16 447 144	R 14 175 673	R 11 804 797	R 13 734 792	R 65 033 685
Construction of a portion of Gasese- Mokalawanoga Road		R 1 837 500	R 7 350 000			
Kruis-Aar Water Supply		R 2 370 876	R 2 370 876			R 4 741 751
Glenred Water Supply		R 1 929 995	R 1 929 995	R 1 929 995	R 3 859 990	R 9 649 975
Cassel Water Supply		R 3 000 000	R 12 000 000			
Construction of a portion of Motoloaneng-Gadiboe Access Road			R 3 189 061	R 3 189 061	R 3 189 061	R 9 567 183
Construction of a portion of Masankong Access Road	R 1 848 241	R 9 241 204				
Gamakgatle Culvert Bridge	R 2 923 040	R 2 923 040				R 5 846 080
Makhubung Culvert Bridge	R 4 100 000	R 2 537 492				R 6 637 492
Joe Morolong Local Municipality-Enterprise Development Support			R 5 316 803	R 5 180 546	R 5 180 546	R 15 677 895
Transport Consortium			R 1 766 812	R 1 766 812	R 1 766 812	R 5 300 435
Farming Consortium			R 3 549 992	R 3 413 735	R 3 413 735	R 10 377 461
John Taolo Gaetsewe District Municipality- Infrastructure Support	R 1 500 000	R 4 750 000	R 4 750 000	R 1 500 000		R 12 500 000
Municipal Fire Truck		R 3 250 000	R 3 250 000			R 6 500 000
Feasibility Study on District Disaster Management Centre	R 1 500 000		R 6 000 000			
Total	R 21 132 825	R 31 958 687	R 31 004 020	R 25 246 887	R 25 676 881	R 135 019 299

Table 36: Summary of Community Development Projects

Project Name	Feasibility Study for Construction of a Regional Waste Water Treatment Works							FY of Project Sheet	2022/2023
Background to project	Kuruman Town is experiencing economic growth due to development of new businesses and migration of people to some of Kuruman areas for economic opportunities. Ga-Segonyana is the labour-sending municipality for most of the local mining companies. The municipality seeks to conduct a feasibility study on Regional Waste Water Treatment to address the current as well as future developments.							Project start date	01 July 2021
								Project End Date	30 June 2023
Project Partners	Ga-Segonyana Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)	Kuruman Town and surrounding areas.				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project		Kuruman Town	
Page 146 (2021/2022 IDP document, Ga-Segonyana LM)		N/A	N/A	N/A	N/A				
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		N/A	N/A	N/A	N/A				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
	N/A	N/A	N/A						
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY2022	FY2023	FY 2024	FY 2025	FY 2026	
Feasibility Study	BRMO & Ga-Segonyana	Funding the Feasibility Study	1. Municipality to appoint the service provider (FY 21/22) 2. Report completed and handed over to municipality (FY2022/23)	R 3 000 000	R 3 000 000				R 6 000 000
Total:									R 6 000 000

Table 37: Feasibility Study for Construction of a Regional Waste Water Treatment Works

Project Name	Refurbishment of Kuruman Waste Water Treatment Works							FY of Project Sheet	2022/2023
Background to project	Kuruman Town is experiencing economic growth due to development of new businesses and migration of people to some of Kuruman areas for economic opportunities. Ga-Segonyana is the labour-sending municipality for most of the local mining companies. The refurbishment of the Kuruman Waste Water Treatment Works is required to address the envisaged, current and near future, demand growth in Kuruman and surrounding areas and to increase the capacity to 6 MI/day.							Project start date	01 July 2021
								Project End Date	30 June 2026
Project Partners	Ga-Segonyana Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)		Kuruman Town and surrounding areas.			
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project		Kuruman Town	
Page 146 (2021/2022 IDP document, Ga-Segonyana LM)	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
		05	10	N/A					
Output	Responsible Entity	Activity		Timeframe				Budget Allocation	
		KPA	KPI	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Refurbished Waste Water Treatment Works	BRMO & Ga-Segonyana	Municipality appoints the Service Provider (FY2022/23)	Works commence	R 3 600 000					R 18 000 000
		Funding the Project as per Implementation milestones	Completed deliverables aligned to Tech spec designs		R 3 600 000	R 3 600 000	R 3 600 000		
		Completed Infrastructure	Functioned Waste Water Treatment Plant as per Design.					R 3 600 000	
Total:									R 18 000 000

Table 38: Refurbishment of Kuruman Waste Water Treatment Works

Project Name	Upgrading of a portion of Electrical Network							FY of Project Sheet	2022/2023
Background to project	The municipality seeks to address the electrical infrastructure backlog in the municipal areas, due to new developments in Kuruman Town (housing and businesses), and increased number of new/informal settlements in the municipal areas.							Project start date	01 July 2021
								Project End Date	30 June 2026
Project Partners	Ga-Segonyana Local Municipality and Assmang Black Rock Mine Operations							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)	Ga-Segonyana communities (Kuruman Town, Bankhara-Bodulong, Wrenchville, Promise Land, Thuli Madonsela, Obama settlements)					
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Kuruman Town ,Wrenchville, Bankhara Bodulong, Promise Land, Thuli Madonsela,Obama settlements		
Page 146 (2021/2022 IDP document, Ga-Segonyana LM)	06	04	05						
	Male	Female	Youth	Disabled					
	Total Employment Opportunities Created:								
	Spin off employment opportunities	Short Term	Medium Term	Long Term					
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Upgraded Electrical Infrastructure	BRMO & Ga-Segonyana	Municipality appoints the Service Provider (FY2022/23)	Works commence	R 3 161 544					R 3 161 544
		Funding Project as per Implementation milestones	Completed deliverables aligned to Tech spec		R 3 161 544	R 3 161 544	R 3 161 544		R 9 484 632
		Completed Infrastructure	Project Close Out Report					R 3 161 544	R 3 161 544
Total:								R 15 807 719	

Table 39: Upgrading of a portion of Electrical Network

Project Name	Design of bypass road from N14 at Eldorado to R31 Phase1							FY of Project Sheet	2022/2023	
Background to project	The municipality seeks to conduct a project design for the bypass road from N14 to the R31 that leads to a number of mines in the Hotazel Area. This will resulted in a technical report where investors can contribute towards to implement the bypass road that will divert heavy vehicle traffic away from town centre to preserve the internal roads which are currently deteriorating rapidly under heavy vehicle traffic.							Project start date	01 July 2021	
								Project End Date	30 June 2023	
Project Partners	Ga-Segonyana Local Municipality and Assmang Black Rock Mine Operations							Information Valid as at:	April 2021	
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)	Ga-Segonyana communities					
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled			Geographical Location of Project	Kuruman Town	
Page 146 (2021/2022 IDP document, Ga-Segonyana LM)	N/A	N/A	N/A	N/A						
	Spin off employment opportunities	Male	Female	Youth	Disabled					
		N/A	N/A	N/A	N/A					
		Total Employment Opportunities Created:								
		Short Term	Medium Term	Long Term						
N/A	N/A	N/A								
Output	Responsible Entity	Activity		Timeframe					Budget Allocation	
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026		
Project Designs	BRMO & Ga-Segonyana	Project Designs	Completed Designs and Scoping. Municipality appoints the Service Provider (FY2021/22)	R 1 000 000					R 1 000 000	
		Funding of Design Work commenced as per project milestones	Designs Completed		R 1 000 000				R 1 000 000	
Total:								R 2 000 000		

Table 40: Design of bypass road from N14 at Eldorado to R31 Phase1

Project Name	Construction of a portion of Gasese- Mokalawanoga Road							FY of Project Sheet	
Background to project	Through its IDP (Integrated Development Plan) process, the Municipality identified the upgrading of the Gasese to Mokalawanoga access road as a priority. Currently the road from Gasese to Mokalawanoga is a gravel-wearing course. This project focus on the proposed Gasese to Mokalawanoga access Asphalt Surfacing road, which begins 180m northwards from the junction linking Gasese to Mokalawanoga road to Gasese main road and ends at the first intersection in Mokalawanoga village.							Project start date	01 July 2022
								Project End Date	30 June 2026
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)		Gasese- Mokalawanoga, Ward 5 of Joe Morolong				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Mokalawanoga village		
		10	10	10					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term		Long Term				
		20							
Output	Responsible Entity	Activity		Timeframe					FY 2021/22 to FY 2024/25
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Budget Allocation
Improved access road	BRMO & Joe Morolong	Signed MoU Tarred surface road	Municipality appoints Service Providers		R 1 837 500				R 1 837 500
		Funding as per Implementation milestones	Delivery aligned to Tech Spec			R 1 837 500	R 1 837 500		R 3 675 000
		Handover	Project Close Out Report					R 1 837 500	R 1 837 500
Total:								R 7 350 000	

Table 41: Construction of a portion of Gasese- Mokalawanoga Road

Project Name	Kruis-Aar Water Supply							FY of Project Sheet	
Background to project	The project aims to provide the community of Kruis-Aar with a water source, which will meet the water demand for the community and to eradicate the total water demand backlog in the community.							Project start date	01 July 2022
								Project End Date	30 June 2024
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)		Kruis-Aar, Ward 13 of Joe Morolong			
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth		Disabled		Geographical Location of Project	Kruis-Aar village
		05	03	08					
Spin off employment opportunities	Male	Female	Youth		Disabled				
	Total Employment Opportunities Created:								
	Short Term	Medium Term	Long Term						
	08								
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Water Supply and Reticulation	BRMO & Joe Morolong	Signed MoU Tarred surface road	Municipality appoints Service Provider's		R 2 370 876				R 2 370 876
		Funding as per Implementation milestones	Delivery aligned to Tech Spec						
		Handover	Project Close Out Report for Functional Water source as per Design					R 2 370 876	R 2 370 876
Total:								R 4 741 751	

Table 42: Kruis-Aar Water Supply

Project Name	Glenred Water Supply							FY of Project Sheet	
Background to project	The project aims to provide the community of Glenred with a water source, which will meet the water demand for the community, with a bulk water supply system and internal reticulation network to comply with the minimum RDP standards. The project aims to eradicate the total water demand backlog in the community.							Project start date	01 July 2022
								Project End Date	30 June 2026
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)		Glenred village, Ward 10 of Joe Morolong				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project		Glenred village	
		10	10	10					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
		20							
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Water Supply and Reticulation	BRMO & Joe Morolong	Signed MoU	Municipality appoint service providers		R 1 929 995				R 1 929 995
		Funding as per Implementation milestones	Delivery aligned to Tech Spec			R 1 929 995	R 1 929 995		R 3 859 990
		Handover	Project Close Out Report for Functional Water source as per Design					R 3 859 990	R 3 859 990
Total:								R 9 649 975	

Table 43: Glenred Water Supply

Project Name	Cassel Water Supply							FY of Project Sheet	
Background to project	The project aims to provide the community of Cassel with a water source, which will meet the water demand for the community, with a bulk water supply system and internal reticulation network to comply with the minimum RDP standards. The project aims to eradicate the total water demand backlog in the community.							Project start date	01 July 2022
								Project End Date	30 June 2026
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)	Cassel village, Ward 11 of Joe Morolong				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Cassel village		
		15	10	10					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
		25							
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Water Supply and Reticulation	BRMO & Joe Morolong	Signed MoU	Municipality appoint service providers		R 3 000 000				R 3 000 000
		Funding as per Implementation milestones	Delivery aligned to Tech Spec			R 3 000 000	R 3 000 000		R 6 000 000
		Handover	Project Close Out Report for Functional Water source as per Design					R 3 000 000	R 3 000 000
								Total:	R 12 000 000

Table 44: Cassel Water Supply

Project Name	Construction of a portion of Motoloaneng-Gadiboe Access Road						FY of Project Sheet		
Background to project	The project aims to deliver Motoloaneng-Gadiboe access road as the current existing gravel surface is in a poor condition.						Project start date	01 July 2024	
							Project End Date	30 June 2026	
Project Partners	Joe Morolong Local Municipality and Assmang BRMO						Information Valid as at:	April 2021	
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)	Motoloaneng-Gadiboe village, Ward 6 of Joe Morolong					
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Motoloaneng village		
		15	10	10					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
		25							
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Improved access road	BRMO & Joe Morolong	Signed MoU	Municipality appoint service providers			R 3 189 061			R 3 189 061
		Funding as per Implementation milestones	Delivery aligned to Tech Spec				R 3 189 061		R 3 189 061
		Handover	Project Close Out Report					R 3 189 061	R 3 189 061
Total:								R 9 567 183	

Table 45: Construction of a portion of Motoloaneng-Gadiboe Access Road

Project Name	Construction of a portion of Masankong Access Road							FY of Project Sheet			
Background to project	The 1 st portion of multiple portions of the road was completed during SLP 2 implementation, in partnership with the Department of Roads and Public Works. BRMO will continue with phase 2 to continue with the construction of another portion of multiple portions of the road.							Project start date	01 July 2021		
								Project End Date	30 June 2026		
Project Partners	Joe Morolong Local Municipality, Department of Roads and Public Works and Assmang BRMO							Information Valid as at:	April 2021		
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)		Masankong village, Ward 5 of Joe Morolong					
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth		Disabled		Geographical Location of Project	Masankong village		
		15	10	10							
Spin off employment opportunities	Male	Female	Youth		Disabled						
	Total Employment Opportunities Created:										
	Short Term	Medium Term	Long Term								
	25										
Output	Responsible Entity	Activity		Timeframe					Budget Allocation		
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026			
Improved Access road	BRMO & Department of Roads and Public Works & Joe Morolong	Signed MoU	Municipality appoint service providers	R 1 848 241					R 1 848 241		
		Funding as per Implementation milestones	Delivery aligned to Tech Spec		R 1 848 241	R 1 848 241	R 1 848 241		R 5 544 723		
		Handover	Project Close Out Report					R 1 848 241	R 1 848 241		
Total:								R 9 241 204			

Table 46: Construction of a portion of Masankong Access Road

Project Name	Construction Culvert Bridges (Gamakgatle & Makhubung)							FY of Project Sheet	
Background to project	Joe Morolong Local Municipality is highly affected by the recent rainfalls, the road conditions in municipal areas are in bad conditions, some of the culvert bridges collapsed in areas of the municipality.							Project start date	01 July 2021
								Project End Date	30 June 2023
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)		Gamakgatle (Ward 9) and Makhubung (Ward 1) villages of Joe Morolong				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Gamakgatle & Makhubung villages		
		30	20	40					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
	50								
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Improved roads condition	BRMO & Joe Morolong	Signed MoU	Municipality appoint service providers	R 7 023 040					R 7 023 040
		Funding as per Implementation milestones	Delivery aligned to Tech Spec						
		Handover	Project Close Out Report		R 5 460 532				R 5 460 532
Total:								R 12 483 572	

Table 47: Construction Culvert Bridges (Gamakgatle & Makhubung)

Project Name	Enterprise Development Support : Transport Consortium							FY of Project Sheet	
Background to project	Joe Morolong local municipality seeks to develop the emerging local enterprises, to develop and support local Transport Consortium.							Project start date	01 July 2024
								Project End Date	30 June 2026
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year			Beneficiaries (Community Specific)	Various Enterprises of Joe Morolong				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Various		
		04	06	10					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		Total Employment Opportunities Created:							
		Short Term	Medium Term	Long Term					
			10						
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Developed Enterprises	BRMO & Joe Morolong	ED Agreements	Identified Enterprises			R 1 766 812			R 1 766 812
		Support as per development agreements	Delivery aligned to Agreements				R 1 766 812		R 1 766 812
		Graduation of Enterprises	Completion Certificates					R 1 766 812	R 1 766 812
Total:								R 5 300 435	

Table 48: Enterprise Development Support : Transport Consortium

Project Name	Enterprise Development Support : Farming Consortium							FY of Project Sheet	
Background to project	Joe Morolong local municipality seeks to develop the emerging local enterprises, to develop and support local Farming Consortium.							Project start date	01 July 2024
								Project End Date	30 June 2026
Project Partners	Joe Morolong Local Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)		Various Enterprises of Joe Morolong				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Various		
		04	06	06					
Spin off employment opportunities	Male	Female	Youth	Disabled	Total Employment Opportunities Created:				
	Short Term		Medium Term						Long Term
				10					
Output	Responsible Entity	Activity		Timeframe				Budget Allocation	
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025		FY 2026
Developed Enterprises	BRMO & Joe Morolong	ED Agreements	Identified Enterprises			R 3 549 992			R 3 549 992
		Support as per development agreements	Delivery aligned to Agreements				R 3 413 735		R 3 413 735
		Graduation of Enterprises	Completion Certificates					R 3 413 735	R 3 413 735
Total:								R 10 377 461	

Table 49: Enterprise Development Support : Farming Consortium

Project Name	Provision of Municipal Fire Fighting Truck							FY of Project Sheet	
Background to project	The John Taolo Gaetsewe District Municipality has a role to coordinate the Disaster Management within the district; the municipality lacks resources to support the Local Municipalities with Disaster Management Equipment. BMRO will supports the municipality with the provision of the municipal firefighting truck.							Project start date	01 July 2022
								Project End Date	30 June 2024
Project Partners	John Taolo Gaetsewe and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)		John Taolo Gaetsewe Communities				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	John Taolo Gaetsewe Communities		
		N/A	N/A	N/A					
Spin off employment opportunities	Male	Female	Youth	Disabled					
	N/A	N/A	N/A	N/A					
	Total Employment Opportunities Created:								
	Short Term	Medium Term	Long Term						
	N/A	N/A	N/A						
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Functional Fire Fighting Truck	BRMO & John Taolo Gaetsewe District Municipality	Signed MoU	Order truck aligned to signed Tech Spec		R 3 250 000				R 3 250 000
		BRMO starts the procurement of the truck	Delivery and handover of the functional Fire Fighting Truck			R 3 250 000			R 3 250 000
Total:								R 6 500 000	

Table 50: Provision of Municipal Fire Fighting Truck

Project Name	Feasibility Study on Disaster Management Centre							FY of Project Sheet	
Background to project	The John Taolo Gaetsewe District Municipality has a role to coordinate the Disaster Management within the district; the municipality lacks appropriate facilities to support the Local Municipalities with Disaster Management. Municipality requested support in the feasibility study of the Municipal Disaster Management Centre, which the Municipality can use to source funding for construction of the offices to deliver the disaster functions more effectively and efficiently.							Project start date	01 July 2021
								Project End Date	30 June 2025
Project Partners	John Taolo Gaetsewe District Municipality and Assmang BRMO							Information Valid as at:	April 2021
Project Incorporated into which IDP	2021/22 Financial Year		Beneficiaries (Community Specific)		John Taolo Gaetsewe Communities				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	John Taolo Gaetsewe Communities		
		N/A	N/A	N/A					
	Spin off employment opportunities	Male	Female	Youth	Disabled				
		N/A	N/A	N/A					
	Total Employment Opportunities Created:								
	Short Term	Medium Term	Long Term						
	N/A	N/A	N/A						
Output	Responsible Entity	Activity		Timeframe					Budget Allocation
		KPA (key performance area)	KPI (Key Performance Indicator)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Completed Feasibility Study	BRMO & John Taolo Gaetsewe District Municipality	Signed MoU	Municipality appoints Service Provider's	R 1 500 000					R 1 500 000
		Funding as per Implementation milestones	Implementation		R 1 500 000	R 1 500 000			R 3 000 000
		Project completion	Completed Feasibility Study				R 1 500 000		R 1 500 000
Total:								R 6 000 000	

Table 51: Feasibility Study on Disaster Management Centre

3.5 Housing and Living Conditions (Reg. 46 (c)(iv))

In 2017, the Assmang Northern Cape Operations established an Assmang Northern Cape Housing Forum driven by its CEO, Andre Joubert, along with various Stakeholders including Organised Labour to address all strategic housing challenges and needs. A subsidiary working committee, iKhaya Housing Committee, was established to address the available housing options, housing policy and complaints through research and interventions on all its Northern Cape Mines (Beeshoek, Khumani, and Black Rock).

Through extensive engagements and consultation with its various stakeholders, Assmang NC Mines approved an all-inclusive housing policy where every employee benefits. The iKhaya housing Policy was then developed with a purpose to set forth the manner in which Assmang intends to facilitate home ownership and alternative housing benefit options for its employees of the three Northern Cape operations, taking into consideration the directives of the Mining Charter (2018) and read with the Housing and Living Condition Standard for the Minerals Industry (2009 and draft 2019).

The strategic objectives entrenched in the iKhaya policy is as follows:

- Endeavour to make it possible for all employees (as defined) to access the housing market should they wish to;
- Promote a decent standard of housing for employees;
- Facilitate home ownership, with preference to urban home ownership;
- Facilitate housing benefit options for Assmang employees;
- Facilitate access to financing in the tribal areas for those without such access (subject to affordability);
- Promote sustainable development practice;
- Discourage the materialisation/ expansion of informal settlements and mining villages;
- Empower employees by expanding their skills and knowledge base with regards to home ownership; and
- Facilitate auditable processes with regards to housing and living conditions

The iKhaya housing model provides for 6 different housing subsidy options which includes a tribal land loan within the NC boarder. This benefit is aimed at ensuring the company provides, not only decent housing options, but also affordable housing options to all its employees. The inclusion of access to affordable financial solutions for homes in tribal areas underpins the continued importance the mine places on recruitment from the local mine host communities as well as the development of sustainable social environments within which local community members can participate in wealth accumulation through ownership of property. Table 51 outlines in the different ways in which qualifying employees can benefit from the iKhaya Housing Policy.

Housing Option Ownership	Housing Benefit		Who Qualifies
1	KHDC-developed house in approved proclaimed towns	Loan @ prime -2% and housing subsidy	Permanent employee
2	Privately owned house	Housing subsidy	Permanent employee
3	Privately developed house in tribal area	Tribal housing subsidy and optional loan @ prime -2%	Permanent employee
RENTAL			
4	Assmang rental stock in proclaimed towns	Rental subsidy	Permanent employee
5	Black Rock Village	Rental subsidy	Permanent employee
6	Private rental/ other arrangement	Rental subsidy	Permanent employee; Fixed term employee longer than 3 months

Table 52: Six (6) Housing Options Contained within the iKhaya Housing Policy

Black Rock Mining Operations will continue to report on the progress made through the implementation of the iKhaya Policy at the Northern Cape mines, utilising the reporting requirements as outlined in MCSC 2018 and the subsequent Housing and Living Conditions Standard, published in 2019. As at the end of December 2020, the company had supported a total of 652 home owners in 2020 from 181 in 2019, 448 employees are renting mine properties 1 723 receiving rental subsidy as illustrated in the below table. This clearly shows the inclusiveness of the Assmang housing model.

Number of employees accommodated in single units	Number of employees accommodated in family units	Number of employees receiving rental subsidy	Number of employees receiving home ownership subsidy	Number of employees receiving living out allowance	Total number of employees
141	302	1085	684	36	2248

Table 53: Housing Statistics at BRMO as at 30 June 2021

Section 3.6 provides an overview on the Nutrition Awareness Programme that is proposed to be utilised by the Black Rock Mines to inform the workforce of a balanced healthy lifestyle approach.

3.6 Wellness & Nutrition Programme

The Mine has internal and external programmes aimed at the prevention, treatment and educational awareness of diseases such as TB, HIV/AIDS, COVID-19 and other related diseases. These strategic programmes are strengthened by the signed memorandum of understanding between the Provincial Department of Health and BRMO focusing on communicable diseases that the two local municipalities are exposed to. Black Rock Mine Operation has procured the machinery in order to conduct COVID-19 PCR testing on site, infrastructure has been prepared for a laboratory facility for testing and the COVID-19 screening facility. Isolation and Quarantine Facilities have been identified and are used to assist employees that are unable to quarantine at their own homes. Most employees at BRMO are drawn from these communities and traverse daily between the Mine and their rural communities. BRMO will continue to contribute to the positive conditions of health of employees by means of continued focus on the following:

- Management of HIV/Aids, TB, COVID-19 and other communicable diseases, communication of the Wellness & Disease Management Policies covering TB, HIV, COVID-19 and other communicable diseases.
- Facilitation of a HIV/AIDS intervention programme involving all employees;
- Providing Nutritional Awareness Campaigns and supplements to all employees;
- Continuous management of COVID-19 in the mine, including enhancement of preventative measures in order to combat the spread of COVID-19 including issuing employees with multivitamins and Flu vaccination as measures to enhance strong immunity.

Nutrition Strategic Action Plan	Responsible Department	Timeframe
1. Implement and update where necessary the Wellness and Disease Management Strategy	Wellness Section	Ongoing: Next revision 2022
2. Continue with HIV/Aids awareness programmes, voluntary counselling and testing (VCT) and home based care programmes		Ongoing
3. Continued implementation of nutritional awareness campaigns		Annually
4. Provision of daily packs of nutritional supplements free of charge for all shift workers		Ongoing
5. Implementation of COVID-19 management and spread prevention strategy.		Ongoing

Table 54: Health & Nutrition Programmes Strategic Action Plan

3.7 Procurement Progression Programme

BRMO subscribe to the objectives of inclusive procurement practices as outlined in the Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry (2018). Through the development of small medium and micro enterprises and suppliers of mining goods and services, BRMO provides opportunities within the local communities to expand economic growth and create decent jobs as part of their wider focus on the implementation of interventions that will lead to job creation and poverty alleviation programmes. BRMO has developed a detailed Supplier Development Policy & Procedure in support of the mine's overall commitment to the transformation of the Northern Cape economy. Further to the policy, the mine submitted a preferential procurement transitional plan to the DMRE through which the mine aims to develop a more inclusive supply chain (aligned to Mining Charter Scorecard requirements).

Through the implementation of the programme, the mine aims to:

- Continuously implement meaningful Enterprise and Supplier Development programmes through the implementation and funding of capacity building programmes and
- Effective participation by Northern Cape based HDP and youth owned Enterprises in BRMO Enterprise and Supplier Development programme.

BRMO will continuously identify $\geq 51\%$ HDP owned Suppliers/Enterprises that are willing to be trained and/or supported and that abides willingly with the Terms and Conditions of BRMO for Development projects/support opportunities. Beneficiaries that are not complying with the Terms and Conditions of the Developmental Agreements must realise that they are standing in the way of economic development of our region and BRMO will use all means to BRMO's disposal to convince the Beneficiary to comply or to make space for another Beneficiary.

1. Identify and Shortlist HDP entrepreneurs for beneficiaries in the Enterprise and Supplier Development Programme using local media, SMME Portal, Local and District Municipality and local forums.
2. Provide assistance to HDP Suppliers and HDP Enterprises. BRMO will apply several development assistance interventions as per allowable budget, collectively or individually, during the implementation of the Enterprise and Supplier Development program. The following development assistance may be offered at BRMO's sole discretion and as per allowable budget:

2.1 Financial Assistance:

Qualifying HDP Suppliers and HDP Enterprises may apply for additional financial support (such as interest free loans for equipment and working capital on request). Further to various financing options, the mine will also provide Purchasing and Supply Assistance to secure goods and services to address cashflow constrains and grant shorter payment cycles. Application for and approval of additional financial support will be based on clearly communicated criteria and in line with BRMO financial governance principles and available budget.

2.2 Business Development Assistance:

Skills and Technology transfer in areas such as finance, quality improvement, technical enhancement and tender requirements. Further, the mine will avail a service provider to provide day to day business support and hands on training to qualified HDP suppliers and enterprises that might require it as per available budget.

2.3 Mentorship and Business Support

Qualified HDP suppliers and enterprises will periodically as per available budget be enrolled on the BRMO's mentorship programme for continuous business support, monitoring and identification of gaps. Beneficiaries are required to attend monthly mentorship sessions for progress reporting and evaluation of gaps identified.

Attend and actively participate in training sessions or any other developmental or support interventions that will be arranged by BRMO or appointed Service Providers to close the gaps.

2.4 Business Opportunity Assistance

The mine will create opportunities for qualifying HDP suppliers and enterprises through the unbundling of larger scope of works into smaller scopes where practical through the tender process. Set-asides specific products and services and designated spend opportunities will be identified as and when needed and where economically viable to increase local HDP supplier participation.

Development assistance set out above will be for an agreed period, after which the supplier/Enterprise should be capable of doing business with minimum assistance and the supplier will still be subjected to a set performance measurement process during the contract or supply period.

3. Application Process

The qualifying enterprise or supplier to complete the required Request Form for Assistance and submit all details to BRMO Enterprise and Supplier Development Section through email. The request will be adjudicated internally, and formal feedback with regards to the decision will be provided to the applicant. Consideration for support is dependent on various criteria, to name a few, but not limited to; availability of funds/ budgets, improvement focus area for the region and honest and comprehensively completed application. BRMO may in their sole discretion decline any application received or select any application received without providing any reason to the applicants.

In support of increased spend with HDP suppliers, BRMO will continuously influencing non-HDP suppliers to transform. BRMO aims to achieve minimum 20/40 points for procurement compliance as per Inclusive Procurement Mining Charter targets. Local content percentage is not currently available.



SECTION 4: PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT (Reg. 46 (d))

5.1 Introduction

This section seeks to deal with the processes and guidelines relating to the management of downsizing and retrenchments if and when the need arises. Black Rock Mines's intention is to abide by the guidelines as set out in the Labour Relations Act No. 66 of 1995 (LRA) in dealing with downscaling and retrenchment. The applicable authorities and employees will be notified of any planned retrenchments in accordance with legislative requirements and negotiations with regards to retrenchment packages will be carried out in line with legislation. The provisions for downscaling and retrenchment will be discussed in detail and finalised in the Future Forum when the need arises.

5.2 Establishment of a Future Forum (Reg. 46 (d)(i))

BRMO has established a Future Forum that comprises of management and organized labour representatives that meet at least every six (6) months. The functions of the Future Forum include but are not limited to ongoing discussions between worker representatives and employers about:

- The future of the mine;
- Look ahead to identify problems, challenges and possible solutions with regard to productivity and employment;
- Develop turnaround and redeployment strategies to help reduce job losses
- Improve business sustainability; and
- Implement strategies agreed upon by both employer and worker parties.

5.3 Mechanisms to Save Jobs and avoid Job Losses and a Decline in Employment (Reg. 46 (d)(ii))

In terms of section 52 (1) of the MPRDA, should the profit to revenue ratio be less than six percent (6%), average for a continuous period of twelve (12) months or should ten percent (10%) or more of the workforce or more than five hundred (500) employees have to be retrenched, the affected Mine must notify the Minerals and Mining Development Board. Black Rock Mines undertakes to immediately notify the Minerals and Mining Development Board where any of the mentioned events has arisen and also undertakes to comply with any ministerial directive arising from such a process.

Planning for downscaling and/or retrenchment will be undertaken in terms of the SLP and the associated workforce planning process that will be in place for the life of the mine. Parties recognize that the way of avoiding or minimizing terminations will be influenced by the circumstances which prevail at the specific time that the retrenchments are contemplated. The Parties agree that the following alternatives will be considered where appropriate:

- Recruitment of new employees will only take place once the Company has attempted to fill vacant positions from internal sources, where affected employees suitably qualified refuse transfers to vacant positions and where a need to employ specialized skills arise.
- Terminating the services of relevant temporary employees, labour hire and relevant private contractors, if appropriate, in terms of Section 189 of the Labour Relation Act.
- The introduction of an extended leave scheme as an avoidance measure to minimise the number of retrenchments, if a viable option.
- Employees who are within three months of their leave qualifying date to be scheduled to take their leave earlier if operational requirements allow.
- Opening up of Voluntary Separation Packages (VSPs) and Early Retirement Packages (ERs) to all employees. Employees employed in the affected categories who may not have been selected for retrenchment, may apply for early retirement in order to prevent the retrenchment of other employees employed within the same affected occupation who have been selected for retrenchment. The Company however retains the right to accept or decline the VSP and ER applications. If the application for early retirement is accepted the employee shall qualify for severance compensation. The release date of successful candidates will depend on operational requirements.

5.4 Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be avoided

Black Rock Mines undertakes to inform, in line with Section 52(1) of the MPRDA, the Minerals and Mining Development Board of any possible retrenchments as and when required during the life of the operation and within three (3) to five (5) years prior to the end of the life of the mine. Such notice will include the timeframes for the closure process and issues discussed at the Future Forum. Other interested parties that would be informed would be the DoL, the Local Municipality and the relevant authorities of any major sending areas as determined by the mine's labour-sending area records, among others. As outlined above in Section 4.3, a comprehensive consultation process in terms Section 189 of the LRA will also be initiated.

Whilst the Human Resources and Local Economic Development programmes outlined in previous sections have been developed and planned to be implemented in order to facilitate sustainable social and economic growth in local communities throughout the life of the operation, measures for managing the impact on the local community and labour source communities at times of downscaling and closure will still be required.

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely among stakeholders, such as local business, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established Future Forum or sub-committees thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure. As with the Human Resource Development Programme at BRMO, the Local Economic Development Programme will be implemented throughout the life of the operations with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will

benefit the target communities long past closure. Programmes, such as assisting in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication will form part of the capacity development programmes for local municipalities. Further the mine will consider the potential use for obsolete / unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc.). During closure the mine will implement a robust portable skill training programme designed to assist employees in obtaining alternative jobs and remain economically active after mine closure.

Management strategies for the post-closure period will also be developed with local stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. On-going consultation and advisory roles potentially facilitated through the Future Forum structures or its relevant sub-committees will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits.

5.5 Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies Where Retrenchment or Closure of the Operation is Certain

Downscaling and retrenchment at a mining operation has the potential to affect not only employees but also surrounding businesses and communities; therefore careful planning is imperative to limit the severity of the whole process. A major objective of the HRD and the LED Programmes as outlined in Sections 2 and 3 of this SLP is to facilitate sustainable social and economic growth in the local communities during the life of the mine and beyond. The mine acknowledges that the Social and Labour Plan is valid until a Closure Certificate is issued in terms of Section 43 of the Act.

The objective to facilitate sustainable social and economic needs could be supplemented by additional measures to manage the impact of the mine closure on both the surrounding communities and those communities from which labour is sourced. In order to assess this impact, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to the development of detailed closure management plans. The plans to manage the socio-economic impact of retrenchments and/or the mine closure must be comprehensive and will include a variety of strategies. The principles underlying the development and implementation of mine closure strategies are outlined in Table 54 below.



Closure Programme Strategic Action Plan	Responsible Department	Timeframe
A comprehensive and sensitive consultation process will be held with stakeholder groups from the local communities, local businesses, government departments and other Interested and Affected Parties (I&APs)	HR, ESD and SED Department	When required
Conduct a comprehensive Socio-Economic Impact Assessment of the impacted areas to determine the key social risks and develop mitigating measures that can be included in a formalised Social Closure Plan.	SED Department	When required
<p>Provision of portable skills to employees facing retrenchment (in addition to those provided during the life of the mine in accordance with the skills development plans and workforce planning outlined in Section 2.4) particularly non-mining related skills. Such portable skills must have an impact beyond the company and provide for sustained employability and will, wherever feasible:</p> <ul style="list-style-type: none"> • Build on employees' existing skills and be recognised nationally; • Enable employees to manage their careers by addressing identified skills gaps; and • Supplement existing skills with business-related training where appropriate. • Build on employees' existing skills and be recognised nationally. 	HRD Department	Ongoing

Table 55: Development and Implementation of Closure Strategies

5.6 Post Closure Planning

Among other closure legislation, the Minerals Act No. 38 of 1991 states that the holder of a mining right is responsible for the rehabilitation of the surface of the land concerned in accordance with the requirements of the Environmental Management Programme (EMP) as well as an integral part of the mining operation in question during the Life of Mine until closure. When a mine closes, the associated mine services are also lost which can leave the affected communities with significant challenges once the Mine has withdrawn. A mine must determine a realistic post-mining closure plan of how the closed mine could best integrate with the rest of the environment and the communities.

Successful Mine closure is ultimately measured by the legacy that remains post closure; therefore, BRMO is committed to putting in place processes throughout the Life of Mine to ensure that closure strategies are effective. Management strategies which promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. The Future Forum structure and involvement of the relevant stakeholders will also be utilized to ensure that the programs and plans continue to deliver sustainable and effective benefits.

Post-closure LED projects are often difficult to plan, but should, where possible be aligned to other sustainable industries within the region and or existing projects; therefore it is necessary for the Mine to work closely with the Local Municipalities when making provision for future sustainable LED Projects in the region. Although preparation for closure and post closure programs is an ongoing process throughout the operational stage of the Mine, the Mine will commence with effective planning at least three (3) years prior to closure. During this period it is important to abide by the commitments of the Social and Labour Plan as well as to consult with relevant stakeholders and specialists in a variety of associated fields in order to facilitate an outcome which will further minimize the effect of the mine closure.

5.7 Communication of the Social and Labour Plan to Employees at the Black Rock Mines (Reg. 46 (f)) Statement of Undertaking

In order to comply with the requirements of the MPRDA (specifically regulation 46 A, B and C Black Rock Mine Operation will continue ensure that each employee is informed about the provisions laid out in the Mine’s SLP as well as progress in achieving the objectives on an annual basis. In order to communicate the information effectively the following process will be followed as detailed in Table 56 below.

Strategic Action Plan	Responsible Person	Timeframe
1. BRMO will publish the approved SLP in English, Setswana and Afrikaans, copies of which will be made publicly available through the company website, local library and local municipal offices.	Transformation Department	Within 30 days of formal approval from DMRE
2. The mine will communicate the availability of the SLP through local radio stations and local newspapers.	Transformation Department	As and when needed
3. During the implementation of the SLP, the mine will convene at least three (3) meetings per annum with mine communities and interested and affected person to update the stakeholders with regards to the progress made with the implementation of the SLP. A comprehensive issues and response register will be kept of these meetings and submitted with the Annual SLP Reports.	SED Department HR Department ESD Department	Ongoing
4. Black Rock Mines will communicate the content of the SLP to all its employees through established communication structures.	HR Department	Ongoing
5. The Future Forum will discuss and communicate SLP implementation issues during the life of the operations as well as issues pertaining to downscaling and retrenchment should these arise.		Ongoing

Table 56: SLP Communication Process Implementation Action Plan



SECTION 5: FINANCIAL UNDERTAKING (Reg. 11 (1)(g)(iii))

Section 23(1) (e) of the MPRDA states that “The Minister must grant a mining right if the applicant has provided financial provisions for the prescribed Social and Labour Plan.” Black Rock Mines will make financial provision for each component of the SLP as required. Table 56 presents a summary of the financial commitment by the Mine to all elements of the SLP for a five (5) year period from 2021/22 – 2025/26.

SLP Programme	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	Total
Human Resource Development Programmes	R 50 769 341	R 53 735 245	R 56 803 504	R 60 120 438	R 63 615 090	R 285 043 618
Mine Community Dev.	R 21 132 825	R 31 958 687	R 31 004 020	R 25 246 887	R 25 676 881	R 135 019 299
Closure & Retrenchment Management	R197 172 843	R227 326 575	R259 690 053	R294 252 254	R330 717 237	R 1 309 158 962
SLP Communications Programme	R 80 000	R 80 000	R 80 000	R 80 000	R80 000	R 400 000
Total	R269 155 009	R313 100 507	R347 577 577	R379 699 579	R420 089 208	R 1 729 621 879

Table 57: Summary of Financial Undertakings in respect of Black Rock Mines for the period 2021/22 – 2025/26

* Based on maximum service of 20 years

* March 2021 Salary data

The above commitments are based on the current business plan. Where changes are required to the above, these will be reported in the Annual SLP Reports. Actual expenditure in each of the elements of the SLP will also be reported on annually.

5.1 Human Resources Development Programmes

Section 2 outlines the Human Resources Development (HRD) Programmes to be adopted by Black Rock Mines. However, based on current planning, Black Rock Mines has provided for approximately 5% of the total wage bill per annum for expenditure on HRD programmes.

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	Total SLP 3 Budget
AET	R280 000	R290 000	R300 000	R315 000	R330 000	R1 515 000
Maths and Science Programme	R2 332 000	R2 471 920	R2 620 235	R2 777 449	R2 944 096	R13 145 701
Learnerships 18.1	R9 224 120	R9 777 567	R10 364 221	R10 986 075	R11 645 239	R51 997 222
Learnerships 18.2	R14 628 000	R15 505 680	R16 436 021	R17 422 182	R18 467 513	R82 459 396
Core Business	R9 610 491	R10 187 121	R10 798 348	R11 446 249	R12 133 024	R54 175 233
Portable Skills Training	R849 473	R900 441	R954 467	R1 011 735	R1 072 440	R4 788 556
Bursaries	R2 063 698	R2 187 519	R2 318 771	R2 457 897	R2 605 371	R11 633 255
Study Assistance	R2 000 000	R2 120 000	R2 247 200	R2 382 032	R2 524 954	R11 274 186
Internships	R8 694 000	R9 128 700	R9 585 135	R10 064 392	R10 567 611	R48 039 838
Mentorship	R1 087 560	R1 166 297	R1 179 106	R1 257 427	R1 324 843	R6 015 233
	R50 769 341	R53 735 245	R56 803 504	R60 120 438	R63 615 090	R285 043 619

Table 58: Summary of Financial Undertakings in respect of the Black Rock Mines Human Resources Development Programmes (2021/22 – 2025/26)

5.2 Local Economic Development Programmes

Section 3 details the integrated LED programme initiated by Black Rock Mines. Table 58 provides a summary of the financial provision for LED programmes for the next five (5) years. See cash-flow requirement indicated above.

PROGRAMME	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	TOTAL
Feasibility Study for Construction of a Regional Waste Water Treatment Works	R 3 000 000	R 3 000 000				R 6 000 000
Refurbishment of Kuruman Waste Water Treatment Works	R 3 600 000	R 18 000 000				
Upgrading of the portion of Electrical Network	R 3 161 544	R 15 807 719				
Design of bypass road from N14 at Eldorado to R31	R 1 000 000	R 1 000 000				R 2 000 000
Construction of a portion of Gasese- Mokalawanoga Road		R 1 837 500	R 7 350 000			
Kruis-Aar Water Supply		R 2 370 876	R 2 370 876			R 4 741 751
Glenred Water Supply		R 1 929 995	R 1 929 995	R 1 929 995	R 3 859 990	R 9 649 975
Cassel Water Supply		R 3 000 000	R 12 000 000			
Construction of a portion of Motoloaneng-Gadiboe Access Road			R 3 189 061	R 3 189 061	R 3 189 061	R 9 567 183
Construction of a portion of Masankong Access Road	R 1 848 241	R 9 241 204				
Gamakgatle Culvert Bridge	R 2 923 040	R 2 923 040				R 5 846 080
Makhubung Culvert Bridge	R 4 100 000	R 2 537 492				R 6 637 492
Transport Consortium			R 1 766 812	R 1 766 812	R 1 766 812	R 5 300 435
Farming Consortium			R 3 549 992	R 3 413 735	R 3 413 735	R 10 377 461
Municipal Fire Truck		R 3 250 000	R 3 250 000			R 6 500 000
Feasibility Study on District Disaster Management Centre	R 1 500 000		R 6 000 000			
Total	R 21 132 825	R 31 958 687	R 31 004 020	R 25 246 887	R 25 676 881	R 135 019 299

Table 59: Summary of Financial Undertakings in respect of the Black Rock Mines' Local Development Programmes

5.3 Management of Downscaling and Retrenchment Management Programmes

The ongoing investment in HRD Programme and facilitation of training during the life of Black Rock Mines are intended to support the acquisition of skills that will provide employability to the workforce beyond the life of the operations.

Negotiations with regard to retrenchment packages will be carried out at the time these take place. Such negotiations and consultation will be in line with prevailing legislation and best practice. Provision for downscaling and retrenchments is included within Table 59.

SLP Programme	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	Total 2021 - 2026
Closure and Retrenchment Management*	R197 172 843	R227 326 575	R259 690 053	R294 252 254	R330 717 237	R1 309 158 962

Table 60: Summary of Financial Undertakings in respect of the Black Rock Mines' Closure and Retrenchment Management Programmes

* Based on maximum service of 20 years

* March 2021 Salary data

ANNEXURE A: LABOUR SENDING AREAS

List of Municipalities:	Eastern Cape (ZA)	Free State (ZA)	Gauteng (ZA)	KwaZulu-Natal (ZA)	Limpopo (ZA)	Mpumalanga (ZA)	North West (ZA)	Northern Cape (ZA)	Western Cape (ZA)	Grand Total
Ba-Phalaborwa Local Municipality					1					1
Bergvrievier Local Municipality									1	1
Buffalo City Metropolitan Municipality	1									1
City of Cape Town Metropolitan Municipality									4	4
City of Johannesburg Metropolitan Municipality			16							16
City of Matlosana Local Municipality							14			14
City of Tshwane Metropolitan Municipality			16							16
Dikgatlong Local Municipality								2		2
Ekurhuleni Metropolitan Municipality			12							12
Emalahleni Local Municipality						9				9
Emsfuleni Local Municipality			1							1
eThekweni Metropolitan Municipality				2						2
Fetakgomo Local Municipality					1					1
Gamagara Local Municipality								154		154
Ga-Segonyana Local Municipality								1391		1391
George Local Municipality									1	1
Govan Mbeki Local Municipality						4				4
Greater Giyani Local Municipality					1					1
Greater Taung Local Municipality							5			5
Greater Tubatse Local Municipality					1					1
Joe Morolong Local Municipality								632		632
Kagisano-Molopo Local Municipality							5			5
Kai Garib Local Municipality								1		1
Kamiesberg Local Municipality								1		1
Kareeberg Local Municipality								1		1
Kgatelopele Local Municipality								38		38
Kgetlengrivier Local Municipality							1			1
Khai-Ma Local Municipality								10		10

List of Municipalities:	Eastern Cape (ZA)	Free State (ZA)	Gauteng (ZA)	KwaZulu-Natal (ZA)	Limpopo (ZA)	Mpumalanga (ZA)	North West (ZA)	Northern Cape (ZA)	Western Cape (ZA)	Grand Total
Khara Hais Local Municipality								11		11
Lekwa-Teemane Local Municipality							1			1
Lepelle-Nkumpi Local Municipality					2					2
Lephalale Local Municipality					1					1
Lukhanji Local Municipality	1									1
Madibeng Local Municipality							6			6
Magareng Local Municipality								1		1
Mahikeng Local Municipality							10			10
Makhado Local Municipality					1					1
Makhudutamaga Local Municipality					1					1
Mamusa Local Municipality							1			1
Mangaung Metropolitan Municipality		6								6
Maquassi Hills Local Municipality							1			1
Matjhabeng Local Municipality		12								12
Matzikama Local Municipality									3	3
Mbombela Local Municipality						3				3
Merafong City Local Municipality			10							10
Metsimaholo Local Municipality		1								1
Mier Local Municipality								1		1
Mogalakwena Local Municipality					2					2
Mohokare Local Municipality		2								2
Moghaka Local Municipality		4								4
Moses Kotane Local Municipality							1			1
Msunduzi Local Municipality				1						1
Mutale Local Municipality					1					1
Nala Local Municipality		1								1
Naledi Local Municipality		1					8			9
Nama Khoi Local Municipality								12		12
Nelson Mandela Bay Metropolitan Municipality	2									2
Nyandeni Local Municipality	1									1
Phokwane Local Municipality								2		2

List of Municipalities:	Eastern Cape (ZA)	Free State (ZA)	Gauteng (ZA)	KwaZulu-Natal (ZA)	Limpopo (ZA)	Mpumalanga (ZA)	North West (ZA)	Northern Cape (ZA)	Western Cape (ZA)	Grand Total
Pixley Ka Seme Local Municipality						1				1
Polokwane Local Municipality					2					2
Ramotshere Moiloa Local Municipality							1			1
Randfontein Local Municipality			3							3
Rustenburg Local Municipality							47			47
Saldanha Bay Local Municipality									11	11
Sekhukhune District Municipality					2					2
Senqu Local Municipality	3									3
Siyancuma Local Municipality								1		1
Sol Plaatje Local Municipality								33		33
Steve Tshwete Local Municipality						3				3
Thaba Chweu Local Municipality						5				5
Thabazimbi Local Municipality					4					4
Theewaterskloof Local Municipality									1	1
Thembelihle Local Municipality								1		1
Thembisile Hani Local Municipality						1				1
Thulamela Local Municipality					1					1
Tlokwe Local Municipality							2			2
Tokologo Local Municipality		2								2
Tsantsabane Local Municipality								57		57
Tswelopele Local Municipality		1								1
Umjindi Local Municipality						1				1
uMngeni Local Municipality				1						1
Victor Khanye Local Municipality						2				2
Westonaria Local Municipality			7							7
Grand Total:	8	30	65	4	21	29	103	2349	21	2630

ANNEXURE B: RACE AND GENDER BREAKDOWN OF SECTION 2 TARGETS

ANNEXURE B1 AET RACE AND GENDER BREAK DOWN FOR THE PERIOD 2022 – 2026

Gender and Race	2021/2022							2022/2023							2023/2024							2024/2025							2025/2026						
	Gender		Race				Total	Gender		Race				Total	Gender		Race				Total	Gender		Race				Total							
	Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White		Female	Male	African	Coloured	Indian	White								
	Female	Male	African	Coloured	Indian	White	Total	Female	Male	African	Coloured	Indian	White	Total	Female	Male	African	Coloured	Indian	White	Total	Female	Male	African	Coloured	Indian	White	Total							
Pre-AET																																			
AET Level 1																																			
AET Level 2	0	5	5	0	0	0	5	3	2	4	1	0	0	5	2	3	4	1	0	0	5	1	4	5	0	0	0	5							
AET Level 3																																			
AET Level 4																																			
Total	0	5	5	0	0	0	5	3	2	4	1	0	0	5	2	3	4	1	0	0	5	1	4	5	0	0	0	5							
Grand Total	5																																		

ANNEXURE B2 SECTION 18.1 LEARNERSHIPS RACE AND GENDER BREAK DOWN FOR THE PERIOD 2022 – 2026

New Intake Targets for Section 18.1 Learnerships:																																			
2021/2022								2022/2023							2023/2024							2024/2025						2025/2026							
Target	Gender		Race				Total	Target	Gender		Race				Total	Target	Gender		Race				Total	Target	Gender		Race				Total				
	Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White					
9	5	4	4	4		1	9	c	continuations				0	17	10	7	9	7		2	17	c	continuations				0	9	5	4	4	4		1	9

SLP 3 Catch-up for Section 18.1 Learnerships:																																			
2021/2022								2022/2023							2023/2024							2024/2025						2025/2026							
Target	Gender		Race				Total	Target	Gender		Race				Total	Target	Gender		Race				Total	Target	Gender		Race				Total				
	Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White					
8	5	3	3	4		1	8	c	continuations				0	8	5	3	3	4		1	8	c	continuations				0	0	0	0	0	0	0	0	0

ANNEXURE B3 SECTION 18.2 LEARNERSHIPS RACE AND GENDER BREAK DOWN FOR THE PERIOD 2022 – 2026

New Intake Targets for Section 18.2 Learnerships:																																							
2021/2022								2022/2023							2023/2024							2024/2025						2025/2026											
Target	Gender		Race				Total	Target	Gender		Race				Total	Target	Gender		Race				Total	Target	Gender		Race				Total								
	Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White			Female	Male	African	Coloured	Indian	White									
0	continuation						0	4	3	1	2	2			4	33	20	13	17	13		3	33	5	6	4	5	4		1	10	19	11	8	10	8		1	19

ANNEXURE B4 COMMUNITY BURSARY RACE AND GENDER BREAK DOWN FOR THE PERIOD 2022 – 2026

New Intake Targets for Community Bursary Programmes:

New Intake Targets for Community Bursary Programmes:																																							
2021/2022								2022/2023							2023/2024							2024/2025							2025/2026										
Target	Gender		Race			Total	Target	Gender		Race			Total	Target	Gender		Race			Total	Target	Gender		Race			Total												
	Female	Male	African	Coloured	Indian			White	Female	Male	African	Coloured			Indian	White	Female	Male	African			Coloured	Indian	White	Female	Male		African	Coloured	Indian	White								
0	continuations						0	11	7	4	6	4		1	11	3	2	1	2	1		0	3	8	5	3	4	3		1	8	6	4	2	3	2		1	6

ANNEXURE B5 INTERNSHIPS RACE AND GENDER BREAK DOWN FOR THE PERIOD 2022 – 2026

New Intake Targets for the Internship Programmes at Black Rock Operations:

New Intake Targets for the Internship Programmes at Black Rock Operations:																																							
2021/2022								2022/2023							2023/2024							2024/2025							2025/2026										
Target	Gender		Race			Total	Target	Gender		Race			Total	Target	Gender		Race			Total	Target	Gender		Race			Total												
	Female	Male	African	Coloured	Indian			White	Female	Male	African	Coloured			Indian	White	Female	Male	African			Coloured	Indian	White	Female	Male		African	Coloured	Indian	White								
6	4	2	3	2	0	1	6	0	continuation						0	4	2	2	2	2	0	0	4	6	4	2	3	2	0	1	6	0	continuation						0

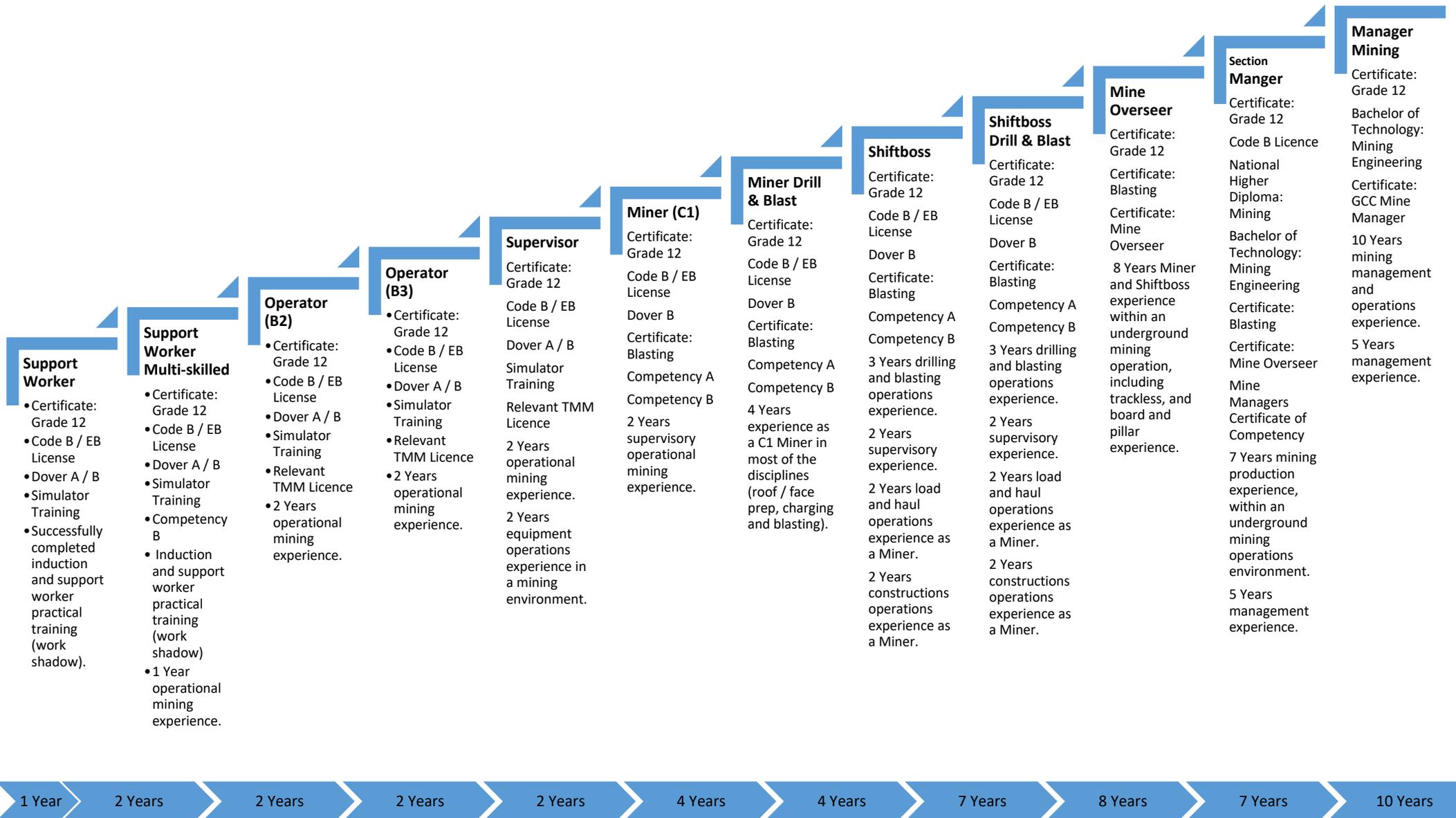
ANNEXURE B6 STUDY ASSISTANCE RACE AND GENDER BREAK DOWN FOR THE PERIOD 2022 – 2026

New Intake Targets for the Study Assistance Programme at Black Rock Operations

New Intake Targets for the Study Assistance Programme at Black Rock Operations																																							
2021/2022								2022/2023							2023/2024							2024/2025							2025/2026										
Target	Gender		Race			Total	Target	Gender		Race			Total	Target	Gender		Race			Total	Target	Gender		Race			Total												
	Female	Male	African	Coloured	Indian			White	Female	Male	African	Coloured			Indian	White	Female	Male	African			Coloured	Indian	White	Female	Male		African	Coloured	Indian	White								
30	18	12	15	12		3	30	30	18	12	15	12		3	30	30	18	12	15	12		3	30	30	18	12	15	12		3	30	30	18	12	15	12		3	30

ANNEXURE C: GENERIC CAREER PATHS

ANNEXURE C1 – Mining Career Path



ANNEXURE C2: Engineering Career Path

